General Services Administration (GSA)
Federal Strategic Sourcing Initiative (FSSI)
Wireless Telecommunications Expense Management (TEM) Services

Volume I
Technical Proposal

Submitted to:
General Services Administration
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1.0 EXECUTIVE SUMMARY

Booz Allen Hamilton and ProfitLine, along with our teaming partners Gap Solutions and Infonetic, are pleased to submit this proposal to provide Wireless Telecommunications Expense Management (TEM) Services to the General Services Administration (GSA) Federal Strategic Sourcing Initiative (FSSI) Program. As shown in **Exhibit 1-1,** the Booz Allen and ProfitLine team offers a powerful blend of industry knowledge, technical expertise in providing wireless TEM services, programmatic experience, and geographic reach. Both Booz Allen and Profitline have a record of success serving the Federal Government and offer a low-risk solution to GSA. Our team understands FSSI's objective of consolidating and simplifying its wireless communications procurement and provisioning environment with the ultimate goal of enhancing service levels and reducing costs. Through this government-wide indefinite delivery, indefinite quantity (IDIQ) contract specifically targeting wireless TEM services, departments and agencies will gain a valuable tool for rationalizing wireless communications expenditures and injecting business intelligence into the selection and deployment of wireless service, and most importantly, will be able to fully leverage the enormous buying power of the Federal Government.

EXHIBIT 1-1. OUR WIRELESS TEM SERVICES TEAM AT A GLANCE

For this contract vehicle to be truly successful, GSA requires a **rapid transition** from the myriad of wireless service contracts scattered across the Federal Government to a core set of wireless contracts (e.g., █████████) designed to take advantage of economies of scale. The development of a coherent strategy for migrating departments and agencies to these larger vehicles will be a critical success factor. Additional success factors will include the following:

▸ **Proven telecommunications expense management capabilities,** including automated tools, streamlined provisioning processes, and a commitment to quality service standards

▸ **A solution tailored to federal telecommunications managers** that recognizes the unique requirements of federal wireless service procurement

▸ **A national program management structure** capable of servicing multiple agencies and multiple locations

▸ **An understanding of broader agency mission objectives** and the vital role that mobile communications play in extending productivity

▸ **An understanding of wireless technology trends,** vendor product road maps, and wireless carrier network enhancements

▸ **Integration of a proven change management approach** into a comprehensive wireless device and services outsourcing strategy, as it is our view that successfully managing wireless expenditures is as much about changing institutional perspectives as it is about employing experienced wireless telecommunication professionals, commercial-off-the-shelf (COTS) software, and process management.

The Booz Allen and ProfitLine team has the capabilities and experience to meet all requirements of the Performance Work Statement (PWS) and to address the contract's critical success factors, as described in the following paragraphs.

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Successful Delivery of Similar Telecommunications Implementation Programs. We have successfully managed and supported similar network implementations for some of the largest telecommunications programs in the Federal Government:

▸ Provided transition services for the ███████ ███████ on ███████ and ███████ transitions, providing service to more than 225,000 customers in the ███████

▸ Managed and executed a multi-year effort to **resolve billing issues** for the ███ ███████████████████████████ valued at more than $16 million, and identified more than $2.1 million in credits due from ███ for disconnected lines that were still being charged for, instances of the use of incorrect charge rates, and duplicate charges related to the ███████ contract

EXHIBIT 1-2. OUR RECORD OF SUCCESS

Dispute Recovery, and Bill Payment—

▸ Achieved resolution of an ongoing **billing discrepancy** with ███ that resulted in savings of $3 million.

Exhibit 1-2 shows further examples of our past successes.

Largest Portfolio of Federal Government Wireless TEM Customers. Through ProfitLine, our team delivers the full range of TEM services to a number of federal clients ███████ ███ As the largest provider of TEM services to the Government (over 39,000 lines/devices under management), ProfitLine has the proven scale, tools, processes, and experienced staff necessary to make this nationwide effort a success. ███████

An Existing Regional Structure Designed to Align with GSA's Regional Offices to Best Meet the Needs Of GSA and its Customer Agencies. For 15 years we have had dedicated staff aligned with each GSA Regional Office. Booz Allen looks forward to continuing this relationship by augmenting the services we currently provide to the GSA Regional

**EXHIBIT 1-3.
OUR EXISTING REGIONAL STRUCTURE**

Offices with our wireless TEM expertise. Our Booz Allen offices collocated with the GSA Regional Offices include dedicated IT leads that will ensure that GSA regional staff and agency customers receive specialized local attention. **Exhibit 1-3** shows our regional structure.

Long-Term Support to Wireless Program Offices. Booz Allen is not a newcomer to wireless communications and the mobile communications needs of the federal workforce. ███████

Insight into Technology and Vendor Trends. Wireless technology is a core competency for Booz Allen. We continuously monitor and test emerging technologies (e.g., WiMax, Zigbee) and

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track the evolution of commercial networks and vendor products. This unique industry perspective will assist client agencies in selecting the optimal products and plans and will maximize the functionality of wireless communications assets (e.g., through deployment of custom applications).

A Successful Track Record of Supporting the Full Life Cycle of Business Process Outsourcing (BPO) Programs Involving Significant Change Management Activities. Booz Allen has assisted more than 50 companies and government agencies in developing strategic sourcing strategies including a dedicated change management component. We leverage our collective experience and best practices on every client engagement.

Beyond technical capability and domain expertise, this 5-year contract vehicle requires more than just a prime contractor: it requires an objective partner committed to working with GSA and its client organizations toward common goals. Booz Allen has a long record of success with GSA and is anxious to support this effort. We believe that, working together, we can help GSA achieve significant cost savings and service level improvements.

The remainder of our technical approach reiterates the strength of our technical and management solution and highlights how our approach and capabilities align with the requirements of the

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PWS. We address each of the key service areas and provide details on the people, processes, and technologies that will be used to deliver targeted solutions. Where appropriate, we cite specific examples and lessons learned from similar engagements that lend support to our proposed approach.

2.0 TECHNICAL CAPABILITY

The Booz Allen and ProfitLine team offers GSA and participating agencies a comprehensive suite of business process outsourcing (BPO) services that seamlessly integrate proven process management, COTS TEM software, and wireless telecommunications expertise—all equally important requirements for successfully managing wireless telecommunications services and devices. As detailed in this section, and as evidenced by our past performance, our solution is capable of managing wireless telecommunication assets and service lines throughout their life cycle, starting with the ordering process, throughout operational use, and including collection and disposal. Inherent in our solution is the integration of both program and project management services that will ensure successful performance of all service tasks. In the following subsections, we detail our technical capability to address the five categories of service necessary to fulfill the requirements of this IDIQ contract:

- ▶ Program/project management services
- ▶ Project startup services
- ▶ Wireless TEM services
- ▶ Wireless TEM transition services
- ▶ Resale services for non-Networx wireless service and devices.

We believe that our solution offers GSA and participating agencies the most efficient and lowest-risk approach to achieving cost savings through wireless TEM services and operational insight gained through business intelligence.

2.1 PROGRAM/PROJECT MANAGEMENT SERVICES (PWS 6.1)

2.1.1 Program (FSSI- and GSA-level) Management (PWS 6.1.1)

Establishing a fully functioning **Program Management Office (PMO)** is a critical success factor in achieving the strategic sourcing objectives of the FSSI wireless team. With an estimated 14 participating FSSI agencies, more than 218,000 services lines, and annual spending of $122.7 million, GSA requires a partner that understands the complexities and challenges of managing large, government-wide programs. At contract and program initiation, the Booz Allen and ProfitLine team will quickly establish a PMO that will coordinate resources and provide management and performance reporting across <u>multiple</u> task orders.

████████████████████████████████ who will meet with GSA's Contracting Officer's Technical Representative (COTR) and Procuring Contracting Office (PCO) to schedule a **Program Initiation/Kickoff Meeting.** During this meeting, we will jointly review program management tasks, roles, and responsibilities, as well as the program management reporting requirements. In parallel, our Program Manager, with support from the program team, will work collaboratively with the GSA and FSSI Program Office to develop a detailed **Program Management Plan.** This plan will include the processes and procedures through which the program is to be managed and the definition of key deliverables. The key features of our plan

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will be resource management, communications, quality monitoring and control, subcontract management, and a small business contracting plan.

In addition to the early Program Initiation/Kickoff Meeting, we will take a highly collaborative, interactive, and disciplined approach to supporting quarterly management meetings, referred to as ███████████████████████████ that will be used to address issues related to wireless TEM service contracts and to discuss progress on key program-level performance measures. ███ will allow the team to monitor and discuss program and contractor performance. We view these meetings as opportunities for the joint leadership team to discuss salient issues and make recommendations for improvements.

During the PMRs our Program Manager will review our program ███████████████ ██. At a minimum, our PRS will include the following information compiled at the program level—█ ██ ████████████████████████████████████ ███████████████████████████████ ███████████████████████
▶ ███████████████████████████████

2.1.1.1 Program Management Deliverables

We will meet or exceed the relevant performance requirements presented in Section 6.1.1 of the PWS. Program management deliverables are identified in **Exhibit 1-1.**

EXHIBIT 2-1. PROGRAM MANAGEMENT DELIVERABLES

2.1.2 Project (Agency- and Task Order-Level) Management (PWS 6.1.2)

For each task order, we will assemble a cross-functional team to deliver the required wireless TEM services. Working in close collaboration with the PMO, we will employ our suite of project management tools and processes to manage, track, and coordinate the activities of project resources to fulfill contractual requirements—ensuring successful and on-time delivery of all task order services and deliverables.

At task order and project initiation, our Project Manager will meet with either the GSA COTR, the relevant agency's COTR, or both, to schedule a **Project Initiation/Kickoff Meeting.** During this initial meeting, we will jointly review project management tasks, work assignments, roles, and responsibilities for startup, as well as any necessary project transition activities. In parallel, our Project Manager, with support from the project team, will work collaboratively with the agency's COTR to develop a detailed **Project Management Plan.** This plan will outline our strategy for coordinating and controlling the performance of all service tasks required by the contract task order. The key features of our plan are project background, justification, description, objectives, deliverables, organizational structure and responsibilities, **project schedule,** risk management, and communications.

Throughout task order delivery, the Project Manager will support **weekly and quarterly status meetings** with the agency's COTR to address issues related to TEM service contracts and to report on key performance measures. The Project Manager will also provide quarterly **Project**

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Performance Status Reports (PSRs) to GSA that summarize status and progress toward achieving key project management goals and performance against project-level TEM performance measures.

2.1.2.1 Project Management Deliverables

We will meet or exceed the relevant performance requirements presented in Section 6.1.2 of the PWS. Project management deliverables are identified in **Exhibit 2-2.**

EXHIBIT 2-2. PROJECT MANAGEMENT DELIVERABLES

2.2 PROJECT STARTUP SERVICES (PWS 6.2)

The Booz Allen and ProfitLine team brings the most robust, government-proven project startup services available in the outsourced wireless TEM arena. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ This capacity and level of expertise will provide GSA and participating agencies with the highest degree of assurance that we will successfully deliver all of the required services identified in the task order and achieve our contract-defined cutover date on schedule. The following key steps of Project Startup will enable us to architect a Project Implementation Plan with the quickest, most efficient, and lowest-risk approach to successfully deploy our services:

▸ Understand agency objectives and performance measurements
▸ Assess current agency wireless management environment and desired future state based on selected wireless TEM services
▸ Determine agency resource availability to support implementation
▸ Understand inter-agency politics.

2.2.1 Project Implementation Plan (PWS 6.2.1)

For each task order, the Booz Allen and ProfitLine team will deliver a detailed **Project Implementation Plan** no later than 30 days after task order award that clearly defines key activities and deliverables to **achieve the key project milestone of cutover**. This plan will include a detailed **project schedule and timeline** for each activity leading to the **cutover date**— the date at which the implementation phase will be considered complete and on which we will assume full responsibility from the agency, or from another TEM provider, for day-to-day management of the agency's wireless telecommunications services and assets. Our plan will also identify key information required to establish the TEM services delineated in the task order— including data that will be provided by our team and requested of the ordering agency. ▮▮▮▮▮

EXHIBIT 2-3. PROJECT STARTUP APPROACH

▮▮▮▮▮▮▮▮▮▮. We will work with key agency stakeholders to evaluate the current environment, understand key objectives and resource constraints, and develop an implementation plan to deliver the greatest results to fulfill the highest-priority agency requirements. ▮▮

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███████████████████████. We will execute the implementation plan starting with discovery activities to capture and analyze data to design our solution's functional and technical architecture based on ███████████████████████.

███████████████████████████, we will begin the technical and process configuration to enable all solution components to operate based on the ███████████████ ████████. We will complete internal quality assurance (QA) testing to validate configurations and deploy to the agency for user acceptance testing (UAT).

████████████████ Agency end users will be the final control point prior to cutover, and will be provided access to relevant applications for final verification and approval of the configuration, ███████████████████████████████████.

2.2.2 Project Manager Assignment (PWS 6.2.2)

███

Working in close collaboration with the agency COTR and GSA FSSI TEM Services PMO, the Project Manager will maintain daily contact with the agency COTR during the Startup phase. This integrated approach will ensure timely communication and the flow of information to and from the agency and will facilitate the efficient resolution of any problems or issues. Leveraging our suite of project management tools and processes, the assigned Project Manager will manage, track, and coordinate the activities of projects resources to fulfill all contractual requirements— ensuring successful and on-time delivery of all task order services and deliverables.

2.2.3 Initial Contract Optimization and Rate Plan Analysis (PWS 6.2.3)

As part of our project startup services, the Booz Allen and ProfitLine team will perform an initial contract optimization analysis and initial rate plan analysis of an agency's wireless telecommunications service agreements and service lines with the major carriers. Upon receipt of existing agency contracts, we will perform the ███████████████████, identifying savings opportunities based on spend and market dynamics for immediate contract re-negotiation with carriers, independent of contract periods. In parallel, we will perform an ████████████ ████████ to identify savings opportunities through rate plan migration of users within existing contract vehicles. We will also perform █████████████████████████████ ████████████ to determine the ███████████████████████████across carrier accounts. Through these analyses, we will identify any quick-hit savings, consolidation, or improvement opportunities that can be rapidly implemented during the startup phase or after commencement of wireless TEM services. These quick-hit savings opportunities will—

> ▶ Enable the agency's Wireless PMO to quickly demonstrate value achieved through wireless TEM services
> ▶ Foster executive support and resource allocation for further implementation activities
> ▶ Empower project stakeholders with results to support change management activities.

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As evidenced by our past performance at ███, we reduced wireless expenses by over 46% as a result of the implementation of our initial rate plan optimization.

2.2.4 Electronic Data Transfer Capabilities (PWS 6.2.5)

A key success factor for achieving the primary Startup phase milestone of cutover will be the definition, test, and demonstrated capability of transferring electronic data between our system(s) and any of the agency's financial, inventory, or contracting information systems being used as data sources. For each task order, we will jointly define the processes and standards for structuring information to be electronically exchanged between our Web-based portals, ███████████████████████████████████████. Our ability to adapt to all forms of data input and output (e.g., EDI, XML, CSV, ASCII, TXT, XLS), coupled with the ability to integrate with many different enterprise applications, offers agencies a comprehensive range of data integration and exchange options. ████████████████ We bring a full range of design and development capabilities that will enable the integration of new systems with agency legacy systems. Our unparalleled capabilities and technical expertise will minimize transition risks by ensuring successful integration of our Web-based portals with all GSA and agency components.

2.2.4.1 Project Startup Services Deliverables

We will meet or exceed the relevant performance requirements presented in Section 6.2 of the PWS. Project Startup Services deliverables are identified in **Exhibit 2-4.**

EXHIBIT 2-4. PROJECT STARTUP SERVICES DELIVERABLES

2.3 WIRELESS TELECOMMUNICATIONS EXPENSE MANAGEMENT (PWS 6.3)

The Booz Allen and ProfitLine team provides a full life-cycle solution for wireless TEM. **Exhibit 2-5** defines our solution "from source to pay" in delivering outsourced TEM solutions to each of our clients.

Optimization and business intelligence (Management Reporting, 6.3.1.5) are embedded in each phase of our solution to address GSA's key business objectives:

EXHIBIT 2-5. TELECOM LIFE-CYCLE MANAGEMENT 360 APPROACH

▶ Lowest total cost of ownership (TCO) for wireless services, while maintaining the highest industry-standard service levels

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▶ Robust business intelligence to support overall decision making and performance management of wireless programs.

███████████████████████████████████ . Our business intelligence solution provides comprehensive visibility through (1) ███

███████████████████████████████████ . Exhibit 2-6 identifies the impact of deploying ███████████████████ for each phase.

EXHIBIT 2-6. OPTIMIZATION AND BUSINESS INTELLIGENCE FOR EACH PHASE

Our solution provides the most robust combination of people, process, and technology, a strategy that has delivered results for more than 75 full outsourced TEM clients. **Exhibit 2-7** identifies the key elements of our solution that have allowed us to scale while meeting clients SLA objectives with minimal defects.

EXHIBIT 2-7. REQUIREMENTS FOR DELIVERING SUCCESSFUL OUTSOURCED WIRELESS TEM SOLUTIONS

Exhibit 2-8 presents screen shots of ██████████████████████████ **Exhibit 2-9** shows the process by which GSA agency end users can interact with the application suite based on their roles within the agency and the services deployed in each wireless TEM solution. Agencies using ██████████████████████ will interact directly with ██████████████ for managing each functional process. ████████████ is the ordering & procurement "transaction" engine that provides a streamlined, easy-to-use interface for agency end-users with appropriate authorization to initiate service requests █████) for both ████████████████████ vendors. The applications are fully integrated so that orders completed through ████████████████ automatically populate ██████████████ inventory module. Agency end-users than leverage ██████████████ robust reporting infrastructure for ongoing analysis of wireless programs, processes, and spend across carriers for improved government-wide decision making to lower total expenditures while delivering the highest service levels to it's end users.

EXHIBIT 2-9. CONCEPTUAL DATA SYSTEM DESIGN

2.3.1 Core Wireless TEM Services (PWS 6.3.1)

2.3.1.1 Wireless Service Contract/Agreement Administration Services (PWS 6.3.1.1)

Timely, accurate contract information is critical to minimize an agency's TCO for wireless services. Our contract repository feeds our unique ██████████████, which automatically evaluates contract information, agency spend information, and market dynamics to determine intervals at which agencies have the greatest leverage to negotiate with the wireless carriers to achieve the best price concessions for the same high quality level of services. The ██████████ ████████████████████████ benefit from each discussion/negotiation.

Exhibit 2-10 shows some of the challenges associated with wireless contract administration services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-10. CHALLENGES AND SOLUTIONS RELATED TO WIRELESS CONTRACT ADMINISTRATION SERVICES

Exhibit 2-11 shows the output presented to clients of the contract

EXHIBIT 2-11. OUTPUT RELATED TO CONTRACT ADMINISTRATION SERVICES

administration services. Contract-leverage scoring indicates the leverage position of each agency for each contract at any given point in time. The Contract Summary also identifies the optimal time frame for each agency to initiate negotiations (based on spend levels, contract terms, and market conditions), as well as the potential savings that can be realized.

2.3.1.2 Inventory Management Services (PWS 6.3.1.2)

Capturing and maintaining a centralized inventory of all devices across an agency provides the visibility required for an agency to

▸ Report on any users and spend at any hierarchy ███████████████████████████

▸ Verify the agency is only paying carrier charges for devices/services in use by authorized agency personnel through ████████████

▸ Obtain the greatest leverage possible in future carrier negotiations.

Exhibit 2-12 shows some of the challenges associated with inventory management services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-12. CHALLENGES AND SOLUTIONS RELATED TO INVENTORY MANAGEMENT SERVICES

2.3.1.3 Invoice Management and Audit Services (PWS 6.3.1.3)

Our invoice management solution is fully deployed across all our wireless TEM clients in an outsourced fashion ████████████████████████████████

Exhibit 2-13 shows some of the challenges associated with invoice management services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-13. CHALLENGES AND SOLUTIONS RELATED TO INVOICE MANAGEMENT AND AUDIT SERVICES

Exhibit 2-14 shows the overall invoice management processing flow.

EXHIBIT 2-14. INVOICE MANAGEMENT PROCESSING FLOW

Invoices are subjected to

rigorous automated validation, with exceptions flagged for review. Potential disputes are logged, and claims are submitted as appropriate. Once invoices have undergone our multiple layers of input, analysis, and audit, the ███████████████████ is sent to agency ███████████████ for agency payment disbursement and chargeback. If ██████████ is selected, the agency funds an agency-owned "████████████████████████ on a weekly basis which we use to execute payment disbursement to the vendor.. In this scenario, we would also be fully responsible for handling any vendor application issues. Our ███████████████████████████
█████████████████████████████████████

2.3.1.4 █████████████████████████ (PWS 6.3.1.4)

Agencies begin realizing significant cost savings once ████████████████ begin evaluating overall rate plan utilization across █████████████████████████ , rather than at ████████████████ . Our ███████████████ performs evaluation of current usage patterns to identify opportunities for cost reduction by migrating individual user rate plans to new plans to reduce the agency's overall expenditures on wireless services. █████████████████ includes the following activities:

███

Exhibit 2-15 shows some of the challenges associated with █████████████████████ , as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-15. CHALLENGES AND SOLUTIONS RELATED TO ████████████████ SERVICES

Exhibit 2-16 is an example ██████████████████ that is generated on a quarterly basis. It includes a breakout of the total minutes of use and unit count, a trend analysis of the cost per unit and minute, and an overall analysis of the savings achieved.

2.3.1.5 Management Reporting Services (6.3.1.5)

The Booz Allen and ProfitLine team provides the most dynamic approach to management reporting, leveraging several different access methods depending on individual client rights, privileges, and data requirements. Our ██████████████████ application provides the following reporting infrastructure to provide GSA and underlying agencies comprehensive visibility to improve decision making and management reporting on their wireless programs:

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Exhibit 2-17 shows some of the challenges associated with management reporting services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-17. CHALLENGES AND SOLUTIONS RELATED TO MANAGEMENT REPORTING SERVICES

Exhibit 2-18 is a ███████████ report over a 3-month period. This consolidated report allows the Wireless PMO to monitor trend analysis in terms of commitment and overall wireless spend by carrier.

2.3.1.6 Core Deliverables

Exhibit 2-19 lists the core deliverables to be provided as part of the management reporting effort.

EXHIBIT 2-19. DELIVERABLES TABLE

2.3.2 Optional Wireless TEM Services (PWS 6.3.2)

2.3.2.1 Contract Optimization Services (PWS 6.3.2.1)

This process is conducted in a manner that yields the best combination to not only suit the agency's usage plans and budgetary targets, but also to maintain or improve the quality of service for wireless users.

Exhibit 2-20 shows some of the challenges associated with contract optimization services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-20. CHALLENGES AND SOLUTIONS RELATED ███████████████████████

2.3.2.2 Ordering and Procurement (PWS 6.3.2.2)

The ordering of large quantities of devices and plans, as well as managing ██████ of service lines and devices, is almost always overlooked and often inaccurately documented in

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organizations. Automated provisioning and web-based self-service for end users, coupled with a workflow for approval and authorization, saves considerable time and money, while also providing the accuracy and traceability needed to effectively manage inventory. An accurate master inventory of services and devices and an integrated ordering/inventory solution is necessary to ensure the operational continuity of the organization and accurate database maintenance based on the most recent ▮▮▮▮ activities.
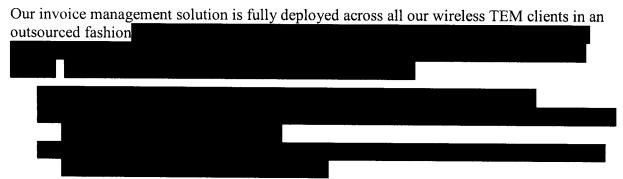
Exhibit 2-21 shows some of the challenges associated with ordering and procurement services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-21. CHALLENGES AND SOLUTIONS RELATED TO ORDERING AND PROCUREMENT SERVICES

EXHIBIT 2-22. SNAPSHOT VIEW OF ORDERING AND PROCUREMENT PAGE

The Booz Allen and ProfitLine team will also provide monthly reports related to the activities performed within the Help desk. **Exhibit 2-23** summarizes the ▮▮▮▮▮▮▮▮, which includes call volume, number of abandoned calls, average time taken to answer a call, call duration, resolution, order fulfillment, etc., to enable proactive management by the Wireless PMO and communication of end user inquiries and levels of satisfaction with service.

EXHIBIT 2-23. CHART OF CALL VOLUME AND SLA PERFORMANCE

2.3.2.3   Bill Payment Services (PWS 6.3.2.3)

After charges are validated, agency approval is received, and funds are transferred to us, we will pay the invoice on the agency's behalf—minimizing the possibility of misapplied payments, late charges, or disconnects—▮▮▮▮▮▮▮▮▮▮▮▮▮ processes. This minimizes agency resources and expenses to disburse funds, while minimizing the number of defects in this process.
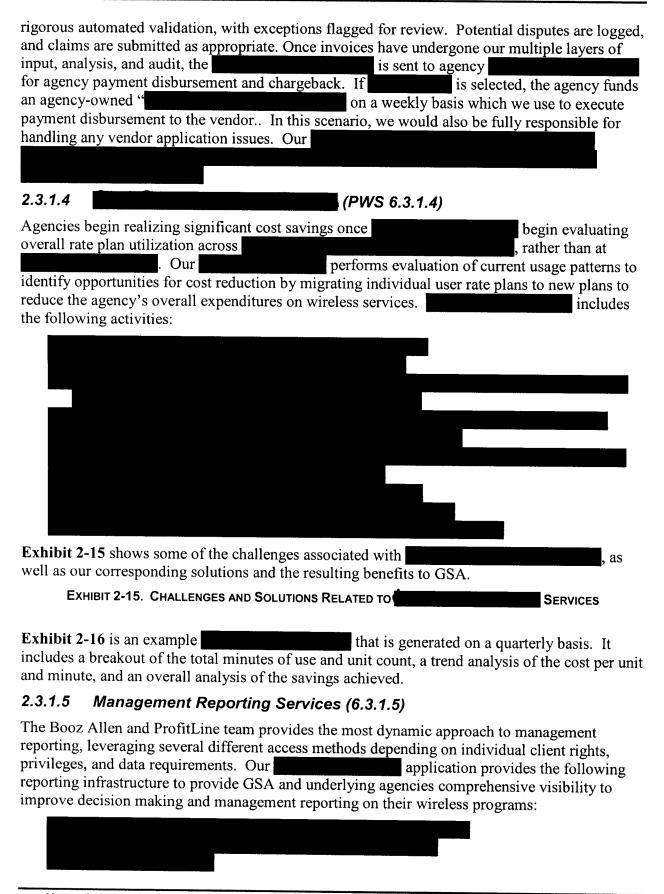
Exhibit 2-24 shows some of the challenges associated with bill payment services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-24. CHALLENGES AND SOLUTIONS RELATED TO BILL PAYMENT SERVICES

2.3.2.4   Dispute Recovery Services (PWS 6.3.2.4)

▮▮▮▮▮▮▮▮ Our approach reduces filing of frivolous claims and maximizes recovery amounts in the shortest possible time frames due to our significant investment in vendor-relations teams to maximize agency recovery. **Exhibit 2-25** shows some of the challenges associated with dispute recovery services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-25. CHALLENGES AND SOLUTIONS RELATED TO DISPUTE RECOVERY SERVICES

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Exhibit 2-26 provides an overview of the dispute resolution process.

EXHIBIT 2-26. DISPUTE RESOLUTION PROCESS

2.3.2.5 Device Disposition/Disposal Services (PWS 6.3.2.5)

The Booz Allen and ProfitLine team will manage the recycling of all obsolete handsets and accessories, including cell phones, smart devices, aircards, chargers, car adapters, and batteries. Any wireless device not intended or ready for disposal, replacement, sale, or exchange will be flagged for redeployment; the TEM inventory management database will be updated to reflect the change in status, as will the asset management inventory. Devices that are obsolete are ████████████████████████████ in the United States. We will propose a device disposition plan that will include the replacement, sale, exchange and disposal of all wireless devices and accessories. In addition, any revenue from device sales will be returned to the agency as a credit.

Exhibit 2-27 shows some of the challenges associated with device disposition and disposal services, as well as our corresponding solutions and the resulting benefits to GSA.

EXHIBIT 2-27. CHALLENGES AND SOLUTIONS RELATED TO DEVICE DISPOSITION/DISPOSAL SERVICES

2.3.2.6 Optional Deliverables

The Booz Allen and ProfitLine team will meet or exceed the relevant performance requirements stated in Section 6.3.1 of the PWS. Optional wireless TEM deliverables are identified in **Exhibit 2-28.**

EXHIBIT 2-28. OPTIONAL WIRELESS TEM DELIVERABLES

2.4 WIRELESS TEM TRANSITION SERVICES (PWS 6.4)

The Booz Allen and ProfitLine team has demonstrated knowledge and expertise in performing transition tasks with minimal impact on the Agency during transition. Our team brings innovative and proven transition methodologies that have been successfully implemented in transitioning and supporting other government wireless programs. The Booz Allen and ProfitLine team is uniquely qualified to execute both federal and vendor transition because of our comprehensive leadership experience and in-depth capability in infrastructure transformation.

2.4.1 Agency Transition Data Delivery

The Booz Allen and ProfitLine team will work with the ordering Agency to identify all required electronic feeds and data points for updating, maintaining, and exchanging wireless inventory data and other specific formats and information. ████████████████████ ████████████████████████ This allows the transition team to provide unrivaled and comprehensive options for data integration and exchange.

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2.4.2 Transition and Conversion Techniques

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███ Plan that includes records transference for a specified time. Booz Allen and ProfitLine will use the format outlined in the TO, in accordance with Section 6.1.3 of the GSA FSSI TEM PWS. Key elements of this Conversion Plan are illustrated in **Exhibit 2-29.**

EXHIBIT 2-29. TRANSITION ROLES AND RESPONSIBILITIES FOR CONVERSION

All documentation and correspondence will include the following:

- ▸ Booz Allen and ProfitLine Project Conversion Manager
- ▸ Agency name
- ▸ Agency conversion manager
- ▸ Effective date
- ▸ Carrier name and contact information
- ▸ Forwarding address.

Booz Allen will cooperate with GSA and all agencies to ensure a smooth data transfer and transition at the conclusion of each task. This process will include delivery of all Agency wireless account, inventory, invoice, and other data resident in the TEM provider's data system that are necessary to enable another TEM provider, or the GSA, to assume TEM service responsibility. This information will include a listing of the names, phone numbers, and e-mail addresses of all carrier POCs that the TEM provider works with to manage the GSA's accounts and invoices. All data will be delivered to the Agency in electronic format to enable electronic transfer into other data systems. The specific format(s) for the data will be specified by the Agency in the TO.

2.4.3 Transition and Conversion Deliverables

Booz Allen will meet or exceed the relevant performance requirements stated in Section 6.4 of the PWS. The deliverables are identified in **Exhibit 2-30.**

EXHIBIT 2-30. TRANSITION AND CONVERSION DELIVERABLES

2.5 ███████████ WIRELESS SERVICE AND DEVICE RESALE SERVICES (PWS 6.5)

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We have established relationships with many wireless carriers (both ███████████████),
including those listed in **Exhibit 2-32.**

EXHIBIT 2-32. ESTABLISHED VENDOR RELATIONSHIPS

*Note: Processes to quickly and efficiently establish a service agreement have been established
for those providers with whom we do not currently have a pre-existing relationship.*

2.6 TECHNOLOGICAL APPROACH (SECTION L, RFP)

The Booz Allen and ProfitLine team is positioned to provide GSA federal agencies with a full
range of outsourced wireless TEM services to assist in the management of their wireless service
and devices and to reduce their total wireless costs. GSA has determined that federal agencies'
have approximately 218,000 wireless devices and total annual spending of approximately
$122.7M for all GSA participating federal agencies. Over the past 15 years, the Booz Allen and
ProfitLine team has delivered TEM services for organizations, such as the United States Postal
Service, managing over 34,000 wireless devices. We recognize the difficulty of collecting
telecommunications line, equipment, and wireless devices, and we are prepared to coordinate
and manage these services on behalf of GSA. Our extensive experience with GSA gives us a
clear understanding of GSA's organizational challenges in implementing and sustaining best
practices for managing all aspects of the GSA telecommunications life cycle. Our proposed
team and innovative tools, the ███████████████████████████████ portals, provide a
comprehensive solution for GSA's large and small federal government agencies. In addition,
federal agencies will be able to receive wireless services that are not available through the
██████████████ contract.

EXHIBIT 2-33. ELEMENTS OF THE BOOZ ALLEN SOLUTION

In the following sections, we will discuss our team's technological approach to delivering our
customized data system solution to meet GSA customer requirements and needs; our proposed
infrastructure design for providing a fully redundant network; and our proposed methods for
ensuring the protection and security of government and/or customer data and records. We will
also describe our solution for business process automation; how we will manage ordering,
tracking, and monitoring; our tailored solution for managing and developing customized reports;
and our customer service approach (see **Exhibit 2-33**).

2.6.1 Data System

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[REDACTED]

Our experience in managing projects similar to GSA in size and scope enables us to incorporate proven processes and techniques into our management of activities, to ensure that GSA customers receive the highest level of support. In addition, our deep understanding and experience with data system management in many similar environments enable us to provide excellent support to GSA in meeting all of TO critical objectives.

[REDACTED]

Several examples of our commitment to innovation and leveraging leading-edge technology are:

[REDACTED]

▶ We use [REDACTED] with a distributed database architecture.
▶ We use [REDACTED] framework to build our application suite, providing a rich user experience backed up by an enterprise-class technology stack.
▶ We continually enhance our [REDACTED], to reduce paper, and leverage automation via [REDACTED] invoices. [REDACTED]

▶ [REDACTED]

2.6.2 Infrastructure Design

[REDACTED]

We understand that our infrastructure design is key to balancing rapidly growing organizational

EXHIBIT 2-34. INFRASTRUCTURE DESIGN

needs and customer requirements, such as with GSA and its federal clients. The Booz Allen and ProfitLine team is confident that our infrastructure design encompasses a highly reliable, secure, and redundant network that is scalable and will serve as an effective backbone for information sharing, as represented in **Exhibit 2-34.**

Because of the distributed nature of ███████████████, we are able to offer unlimited technological growth and ongoing service innovation for even the most demanding enterprise clients. We consistently deliver against rapid growth in the number of clients served, number of vendors, consequent total volume of client locations and elements supported (e.g., accounts, service types and rate plans, lines, and client GL codes), and documents processed and paid. This increasing volume requires sound execution in a best-in-class infrastructure design.

2.6.3 Information Security

EXHIBIT 2-35. SECURITY APPROACH

Client application and corporate systems are logically separated from the operations center systems. We use a rigorous approach to ensuring enterprise security management, system and application security, and database protection (see **Exhibit 2-35**):

> ▶ Each client's transactional data are isolated and maintained within their own separate database.

> ██All web-based transactions are confidential and encrypted using ████████████

> ▶ Client logins are restricted to their application only. Client logins are not stored in the operating system of the hosted application. In addition, all information is backed up each evening and stored off site.

> ▶ All system access within ████████████████ is continuously tracked and logged at the application level and stored in the system. Appropriate operating system logging is also performed and reviewed daily.

> ▶ Operating system and application patches are constantly maintained at current patch levels.

Information and records management are also intrinsic to the business functions of the Booz Allen and ProfitLine team. Our integrated records and information management policy establishes responsibilities of officers and staff to clients and internal staff. Our policy establishes the team's management of its records to effectively and efficiently accomplish the following:

> ▶ Support daily business activities and operational requirements, including risk management

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▶ Comply with all relevant legal (e.g., federal and state) and contractual requirements

▶ Promote access to and use of accurate, authentic, and reliable records.

2.6.4 Business Process Automation

Our effectiveness is fully reliant on our ability to automate business processes where appropriate to streamline, minimize end-user intervention, minimize defects, and scale to support the volume of activities currently support. As a result, our TEM solution has invested significantly in Six Sigma methodologies deploying the ██████████ to continually automate our internal and client facing business processes. ████████████████████████

throughout each phase of our solution:

████████████████████████████████████. The majority of these processes leverage automation to enforce and control inputs and outputs. For processes that can not be automated, our specialized teams manage each process exception using both automated and manual controls. ████████████████████

2.6.5 Reporting

Our team offers the most comprehensive visibility into telecommunications spending available today. Our proposed reporting solution offers approximately 30 reports from our standardized reporting suite. We offer standard weekly reports tailored to the telecommunications and accounts payable (AP) managers' needs. We also customize corporate charts and trending analysis tools, to a simple end-user query and filter interface, delivering the right information to the right user—the way it is needed (see **Exhibit 2-36**). In addition to our standard reporting package; we enable wireless agency PMOs to fully leverage the underlying database via Custom Report writing capability through ██████████ e platform. We provide Power User training for key agency users to enable as much self-sufficiency as is desired. In addition, each agency has an account team to support reporting requirements as desired.

All reports are available via the ██████████ information management interface. Data may be exported to Microsoft Excel for additional analysis or to static PDF reports to create a snapshot in time. With the ██████████ interface, clients can easily modify existing reports, including performing ██████████ provided by our team.

EXHIBIT 2-36. REPORTING SOLUTION

2.6.6 Customer Service

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In addition to the project teams supporting each agency, our Help desk will be available 24x7x365 to all wireless users, agency representatives, and Wireless PMO members. The Help desk provides:

- 24/7/365 days a year via toll free number, email, or fax
- Assistance to individuals on how to operate equipment
- Device support/trouble shooting
- Monthly help desk surveys
- High priority equipment replacement

2.6.7 Capacity

Booz Allen's capacities in various areas are presented in **Exhibit 2-37.**

EXHIBIT 2-37. CAPACITIES

2.7 TECHNICAL AND MANAGEMENT CONSTRAINTS (PWS 7.0)

2.7.1 Section 508 Compliance (PWS 7.1)

The Booz Allen and ProfitLine team understands the objectives, importance, and benefits of Section 508 of the Rehabilitation Act of 1973 as amended in 1998. In support of this Act, we have developed a proven methodology to ensure that electronic and information technology is accessible to employees and customers with disabilities. Our approach, based on best practices and lessons learned, ███ ████████████████████████████████████ standards.

On the basis of our knowledge gained through performing hundreds of assessments at more than 15 government agencies, we conducted an objective and requirements-based assessment of our commercial-off-the shelf (COTS) software. Our assessment included all end-user applications requested as part of this solicitation███████████████████████████████████████

2.7.2 Data Security and Safeguards (PWS 7.2)

In compliance with data security, we will ensure that all cellular telecommunications services and devices provided through this contract comply with equivalent industry practices and standards. Encryption, when specified, shall be provided as follows:

- Minimum security for these devices will be ████████████ certified, using ████████████ software or hardware encryption.
- Secure devices will have ████████████ certification. The devices will use at a minimum ████████████ hardware-only encryption.

The Booz Allen and ProfitLine team shall provide security features and procedures to prevent electronic serial number cloning and fraudulent use of cloned equipment and service. As new security enhancements for cellular services are developed, we will offer GSA the option of

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incorporating those enhancements into the contract. As policies change or are finalized, Booz Allen will respond accordingly to our ability to meet policy requirements in a timely fashion to GSA. In addition, Booz Allen will ensure that features commonly available on wireless devices have been disabled prior to deployment.

EXHIBIT 2-38. BOOZ ALLEN CLEARED

2.7.3 Security Clearances (PWS 7.3)

The Booz Allen and ProfitLine team is equipped with the necessary clearances to support the TOs that may be issued under the IDIQ contract (see **Exhibit 2-38**).

2.7.4 Records and Data Rights (PWS 7.4)

The Booz Allen and ProfitLine team shall document all records and data by providing deliverable reports (electronically), as outlined in Sections XX and Sections XX, Sample Task Orders. Any databases and code will be delivered electronically and become the sole property of GSA/United States Government. All deliverables become the sole property of the United States Government.

GSA, for itself and such others as it deems appropriate, will have unlimited rights under this contract to all information and materials developed under this contract and furnished to the Government and documentation thereof, reports and listings, and all other items pertaining to the work and services pursuant to this agreement, including any copyright. See Section XX for full disclosure of copyright information and compliance.

Unlimited rights under this contract are rights to use, duplicate, or disclose data and information, in whole or in part, in any manner, and for any purpose whatsoever without compensation to or approval from Booz Allen. GSA will at all reasonable times have the right to inspect the work and will have access to and the right to make copies of the above-mentioned items. All digital files and data and other products generated under this contract shall become the property of GSA. By reference, all applicable DFAR clauses are hereby included as part of this contract.

2.7.5 Copyrights (PWS 7.5)

The Booz Allen and ProfitLine team will ensure that all software and computer data and information developed, as a component of this contract and task order, shall have the following statement attached to documentation: "This computer program is a work effort for the United States Government and is not protected by copyright (17 U.S. Code 105). Any person who fraudulently places a copyright notice on, or does any other act contrary to the provisions of 17

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U.S. Code 506(c) shall be subject to the penalties provided therein. This notice shall not be altered or removed from this software or digital media, and is to be on all reproductions."

3.0   MANAGEMENT APPROACH (SECTION L, RFP)

[REDACTED] Our strategy combines GWAC Best-Practice program management with a dedicated business development infrastructure, which together promote maximum use of this vehicle. Our strategy addresses the entire FSSI business life cycle, including a [REDACTED] and is supported by a mature and fully integrated [REDACTED]

Booz Allen's approach minimizes performance risk by combining an integrated set of electronic commerce and e-business tools with e-processes that emphasize responsive and realistic bid processes, mature project controls, and timely and accurate data deliverables. This approach guides our efforts across the entire life cycle, from need identification of a [REDACTED] through contract closeout. It facilitates the receipt and tracking of [REDACTED] and response development and use of a full suite of e-tools to manage and report on schedule, cost, quality, and risk. These tools ensure accurate and timely execution of the data deliverables required by FSSI. **Exhibit 3-1** illustrates the alignment of our management process to GSA's life cycle.

EXHIBIT 3-1. ALIGNMENT OF BOOZ ALLEN'S MANAGEMENT PROCESS WITH GSA'S LIFE CYCLE

Our program strategy complements our GWAC infrastructure and our relationships with GSA, as outlined in other sections of the Basic Contract Plan, and is fully integrated into our corporate structure. Booz Allen will continue to work in partnership with GSA, using our existing contract management infrastructure to support new tasks under the contract. This section describes our program management strategy, [REDACTED], performance measures, quality control (QC) and surveillance methodologies, risk reduction plans, cost and schedule controls, efficient resource utilization, and [REDACTED], and how these processes will ensure high performance for FSSI and its customers. **Exhibit 3-2** contains highlights and associated benefits of our program management strategy and approach.

EXHIBIT 3-2. BENEFITS OF BOOZ ALLEN'S PROGRAM MANAGEMENT APPROACH

3.1   Organizational Structure

We have structured our organization to provide responsive contract administration, an integrated services approach across the varied delivery categories, and direct lines of communication between GSA, FSSI, and Booz Allen. The existing Booz Allen infrastructure features a centralized business office, a dynamic and streamlined RFP distribution system, experienced contract program management staff, and an innovative and proven network of GWAC managers in every major GSA federal contract center nationwide and at headquarters (e.g., FEDSIM). This structure is in place today and will be tailored upon contract award to ensure an effective TO competition process and efficient management of simultaneous work assignments.

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Dedicated Leadership to Manage GSA/FSSI Relationship. Our Program Manager, ███████ ████████, will lead the management of the Wireless TEM Services program and delivery TOs. Supporting the GSA FSSI PMO, we propose a Booz Allen PMO consisting of the core individuals supporting the contract. The PMO comprises several functional entities that ensure technical, contractual, and financial accountability and process quality across the program. Our Deputy Program Manager, along with the Program Manager, will work with our small business subcontractors, to deliver an integrated team that will support each TO. The location of our integrated team, including subcontractor staff, will be determined by TO requirements. **Exhibit 3-3** presents our organizational structure.

EXHIBIT 3-3. ORGANIZATIONAL STRUCTURE

3.2   Account Ladder

EXHIBIT 3-4. ACCOUNT LADDER

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3.3 Key Personnel

EXHIBIT 3-5. KEY PERSONNEL

3.4 Kickoff Meeting and Program Management Plan

To initiate effective task planning for the success of this initiative, the Booz Allen team will review the program plan with GSA, COTR, and PCO at the initial kickoff meeting. In this meeting, the team will work with Government to confirm client and stakeholder expectations and requirements. We will identify the critical success factors for each PWS CLIN, validate the work breakdown structure (WBS), and confirm our understanding of the capability needs to effectively manage the program's many facets. Discussions will include goals for improving work product quality, timeliness, accuracy of information, transparency of reporting and communication, and cost management.

We will then develop the Program Management Plan as the basis for managing this effort. The Program Management Plan is a living document that serves as an effective tool for managing scope, schedule, and cost. Throughout the contract's period of performance, the team will update the Program Management Plan as required to accommodate adjustments directed by the Contracting Officer.

3.5 Regular Program and Project Meetings and Reporting

We will hold quarterly program review meetings with the GSA COTR and PCO to discuss contract-related issues and progress in key performance measures. Meetings will provide insight into program activities, challenges, and evolving needs. Booz Allen support staff will draft minutes that highlight the key discussion topics and action items and distribute these minutes to stakeholders for review within 1 week of each meeting. Booz Allen will also follow up with appropriate team members and stakeholders to ensure timely resolution of all action items. We will also hold regular weekly project review meetings with the COTR of a particular task to discuss issues and performance measures.

Our team will provide quarterly program performance status reports at the program and project levels in the format specified in the RFP. This data is accessible through our automated tools, as well as through the ProfitLine Portal.

3.6 Project and Task Order Management

Our approach to planning TO management is to first validate our understanding of the work, expectations from GSA as the customer, and business goals. We then plan for the work, estimate the level of effort and schedule, then monitor and administer the work. We are using this approach on many of our current engagements. The steps in our execution plan are defined as follows:

▸ **Planning Work.** Our Program Manager and the Project Managers will work with the COTR for a given TO to identify and assemble key project management and project assumptions, constraints, and risks associated with the development of the Project Management Plan. This initial plan is then presented at a formal project kickoff meeting with the full team and all key client participants. In partnership with GSA and the contracting agency, the Booz Allen and ProfitLine team will obtain buy-in for the plan

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and set expectations of those involved, so that all team members understand the objectives and the definition of success.

▶ **Estimating Level of Effort and Scheduling Task Order Work.** The key to effective schedule management is a credible schedule baseline. We use our institutional knowledge from past assignments and our estimating metrics database. We establish baselines using ███ and obtaining buy-in from our clients. We then ███████████████████████████ █████████████████████████ compare with the baseline schedule to determine variances. Our risk management and escalation procedures address schedule deviations and resolve any gaps before the task is affected.

▶ **Monitoring and Administering Work.** Our Program Manager and each Project Manager will ensure that all the work is performed in accordance with the contracting Agency's standards and policies and government Section 508 and security standards and policies. The Project Manager and task manager will monitor the execution of the work against the standards and against the PWS. Regularly scheduled team meetings with key project participants are essential in providing GSA and the contracting agency with the necessary visibility into the tasks.

▶ We will leverage our ████ to track multiple TOs. Access to TO status, performance, and project team associated can be provided immediately through this portal.

3.7 Program Management Information System

Our █████████████████████████ based on best practices in e-business and e-commerce, electronically capturing and reporting timely and accurate cost and schedule data for TOs of all sizes and complexity. These tools are already in place and used on other GWACs. The tools are fully integrated in a portal customized for FSSI and function together on the basis of established workflow and e-processes. Our information systems were designed and integrated specifically for supporting government-wide contracts with requirements similar to FSSI (e.g., ██████████ ██████████). This proven set of integrated e-tools will benefit GSA and the program by ensuring accuracy, timeliness, and efficiency. **Exhibit 3-6** illustrates the e-tools and e-processes across the TOMP life cycle.

EXHIBIT 3-6. TOOLS AND FUNCTIONS IN PMIS FOR SUPPORTING FSSI

The ████ covers TO initiation through closeout, by enhancing communications and collaboration among FSSI customers, GSA, Booz Allen, and subcontractors and by providing visibility, transparency, and efficiency in contract management. It provides immediate and secure access to contract materials and deliverables and includes a program dashboard with a full view of program or TO status, performance metrics, and ████ metrics. Through our portal, GSA and its customers will have visibility into ████ performance throughout the ████.

3.8 GSA Data Deliverables

It is critical that GSA receive timely and accurate data deliverables. Our Program Manager and CA will use the █████████████████████ to ensure timely, accurate data deliverables that are based on approved and certified systems. Through these automated tools, which have been proven effective on other GWACs (e.g., █████████████████████████), and through our standard QC process (described below), GSA will receive accurate data and payments in a timely manner. Based on years of experience and on process improvements, these tools streamline the capture,

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processing, and transmittal of deliverables, benefiting FSSI and its customers by providing accurate data and reducing the risk of inaccurate or delayed submissions (see **Exhibit 3-7**). Our tools include the following:

▶ ██████████████████████████). DCAA-approved project financial tracking system
▶ **RFP Services.** Web-based tool that receives, distributes, and tracks RFPs
▶ ██████ DCAA-approved time reporting system, supporting daily recording of employee time across multiple projects, and an approved expense reporting system with full JTR compliance
▶ ████████████████. Electronic payment and fund transfer system.

EXHIBIT 3-7. ACCURATE AND TIMELY DATA DELIVERABLES ENSURED BY PM AND CA

3.9 Performance Measures, Quality Control, and Surveillance Methodologies

Quantifiable Performance Metrics That Link Incentives to Performance. Performance-based management approaches are recognized best practices in the acquisition field and have been proven to provide numerous benefits to government clients, including **improved quality and contractor accountability**, more equitable risk sharing between Government and contractors, and overall reduction of costs. **Exhibit 3-8** shows several representative metrics that may be employed as part of this effort.

EXHIBIT 3-8. REPRESENTATIVE METRICS

On a TO basis, we will respond to the statement of objectives by using our standard performance analysis methodology. The objective of the performance analysis activity is to ensure that mission needs—the required outcomes—are completely understood and incorporated into a PWS that defines all critical aspects of contractor performance. **Exhibit 3-9** describes our standard performance measures development approach.

EXHIBIT 3-9. BOOZ ALLEN'S STANDARD PERFORMANCE MEASURES DEVELOPMENT APPROACH

Performance measurements and reporting are fully automated and integrated into our normal data collection business processes and reporting. ██ **Exhibit 3-10** shows our approach.

EXHIBIT 3-10. PERFORMANCE MEASUREMENT PROCESS

QC and Surveillance Methodologies. Booz Allen's QC and surveillance methodologies ensure a **high level of TO performance and compliance with contractual requirements.** Our institutional quality assurance (QA)/QC program invests in process definition, tools, and training in applying the process and using the tools. ██

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Our surveillance of our QC procedures and methods provide **independent review and verification** of software and other work products through audits conducted on TORs (see **Exhibit 3-11** for resulting benefits). These audits cover conformance to standards and documented processes, **adherence to requirements**, execution of requirements, and adequacy of peer reviews. These audits include independent reviews by the Process Improvement Team and our System Review Board. **Exhibit 3-12** summarizes the purpose of and participants in audit activities.

EXHIBIT 3-11. BENEFITS OF QC PROGRAM

EXHIBIT 3-12. QC AUDIT ACTIVITIES

Booz Allen's central process improvement organization leads **QA and QC measures** firm-wide and will support the FSSI Program Manager and TO leads in implementing our quality program on FSSI. They will work together to evaluate the TOR requirements, define performance measures, incorporate the applicable **QA program/QC surveillance processes** into each TOR response, and execute the program throughout the life of each TO. They will also work with our subcontractors to ensure that they are held to our same high-quality standards and follow the processes we implement on every TO. We ensure that the institutional QC program is part of every ▮▮▮. At the TO level, our TO leads and staff are trained in our standards processes and undergo audits to ensure compliance. **Exhibit 3-13** summarizes our FSSI QC elements.

EXHIBIT 3-13. GSA QUALITY CONTROL ELEMENTS

Our QC approach reduces the cost of delivering systems, minimizes schedule slippage and risk, prevents defects, increases product quality, and improves client satisfaction.

Security and Information Assurance (IA) Requirements. We integrate security considerations into our organizational QA/QC programs following the ▮▮▮▮▮▮▮ framework. We train our staff on these measures and **monitor compliance through our QC process.** We follow **strict security and IA standards** and certify staff in these standards to support clients and their staff. ▮▮▮▮▮▮▮

3.10 Methodology to Reduce Risk

Effective risk management is an essential element of Booz Allen's FSSI program management approach. We ▮▮▮▮▮▮ to expose problems before they occur, giving us the time to adjust schedules, budgets, staff, and requirements to ensure program and TO success.

The benefit of our risk management methodology is that problems are exposed before they occur and, in turn, prevent mission impacts. The Booz Allen Team views risk management as an ongoing, embedded part of our program management and technical execution, and it is tied into our QC processes. Our emphasis on risk management reduces the need for government oversight, while providing government insight and ensuring quality delivery.

Risk identification is the key to risk management and proactive QC. Booz Allen provides experienced managers and staff who can identify risks to cost, schedule, and performance from the start of the TO and implement mitigation strategies and corrective actions. Our risk

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management approach, outlined in **Exhibit 3-14,** is **integrated into our daily execution.** We proactively share our risk management matrix with clients on a regular basis to provide visibility and mitigate potential issues.

EXHIBIT 3-14. RISK MANAGEMENT ACTIVITIES WITHIN BOOZ ALLEN'S TOMP FOR FSSI

Schedule, Cost Controls and Efficient Use of Resources. Booz Allen has a **proven record of delivering on time and within budget.**
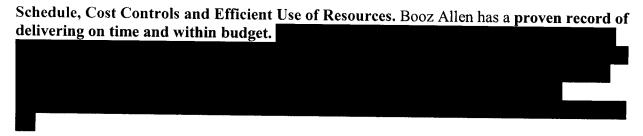
EXHIBIT 3-15. BOOZ ALLEN'S FSSI CONTROLS TOOLSET

TO leads use these tools to proactively manage TO cost and schedule. They run risk-based reports on business operations, provide early warnings for risks that could affect the program, and conduct formal monthly program reviews with senior management. Our ▮▮▮▮ procedures establish spend thresholds and compare with the actual and projected spend plan to determine variances. Our risk management and escalation procedures address cost deviations and resolve any gaps before a task is affected.

The TO lead, who is responsible for direct and indirect cost control, uses these tools to compare actual versus planned expenditures to analyze direct data, compute cost-to-complete, adjust plans as necessary to remain within budget, and prepare monthly status reports. Our fiscal indirect cost-planning process and our monthly management of actual indirect costs have proven successful in maintaining our indirect cost rate structure on numerous GWACs, such as ▮▮▮▮▮.

These tools support accurate schedule baselines and monitoring of progress toward completion. They provide the institutional knowledge from past assignments (e.g., WBS) and our estimating metrics database to establish a credible schedule baseline as part of our bid and during project initiation. Once this baseline is established, TO Leads review the schedule at least weekly and respond to changes in scope, schedule, or resource requirements. Deviations are analyzed and alternatives to manage deviation are evaluated and implemented by working with key staff and the Program Manager.

Efficient Use of Resources. GSA and its customers will benefit from our effective and efficient resource use process. To be effective, we ensure that the team is equipped with the right mix of skills and experience to accomplish the mission and objectives. To be efficient, we ensure the amount of resources meet the required objectives and deliverables. We manage this process with open communications and clear tracking of milestones throughout TO execution. The ▮▮▮▮ supports the Program Manager and TOR leads with key information and provides valuable utilization metrics to ensure sufficient resource allocation. The Booz Allen FSSI Program Manager, working with ▮▮▮▮ leads, conducts ongoing program reviews to ensure effectiveness and efficiency throughout the delivery lifecycle. The program reviews include a thorough review

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of metrics, an evaluation of trends based on data collected through our e-tools, and a plan to address the identified actions. ██████████████████████████████████

██

We accomplish this by maintaining a portfolio of contracts with the public sector and commercial clients, which allows us to maintain a significant pool of resources at all times. More importantly, the process to select qualified staff from our pool includes careful review of skills, team dynamics, mission, and technical domain experience. Our Program Managers evaluate and propose appropriate resources given the project timing and client needs.

3.11 Approved Earned Value Management System

Booz Allen maintains an ████ that is certified by ████████████████████████████ ███████████████—and that is fully compliant with ANSI/EIA Standard 748-1998. Our ████ provides reliable status information and insight into our TO performance and helps proactively identify risk indicators. We use ██████████, a sophisticated and extensive ████████ controls toolkit, and techniques to fully integrate requirements/scope, schedule, and cost objectives.

Exhibit 3-16 describes the key elements of our EVMS, which we will use to provide program and TO management with timely status information and insight into our TO performance.

Using our ████, we capture and report various cost and schedule performance metrics. Our ████ easily accommodates ████ with ████ requirements. We use advanced software, such as ████████, in conjunction with ████████ to generate ██ and performance metrics. Our ███.

EXHIBIT 3-16. KEY ELEMENTS OF ████

. A certified letter from DCMA is attached in the file specified in the RFP.

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4.0   SAMPLE TASKS (ATTACHMENT 5, 6)

4.1   SAMPLE TASK #1 (ATTACHMENT 5)

4.1.1   Our Understanding

The success of our Wireless TEM services approach relies on a thorough understanding of the agency's challenges in controlling wireless spending and engaging its own procurement systems and processes to achieve the agency's program-level objectives. The assumptions described in our response to this sample task are based on practical experience assisting multiple agencies with telecom service transition and TEM service contracts.

Exhibit 4-1 summarizes the specific solutions and capabilities of the Booz Allen and ProfitLine team that will be leveraged to address the agency's challenges along with the tangible benefits resulting from our management and technical approach.

EXHIBIT 4-1. SOLUTIONS AND CAPABILITIES

This agency intends to leverage its existing procurement and ordering systems, with all bills and invoices going to the Booz Allen and ProfitLine team for handling, management, auditing, and payment. Our team will process the invoices to generate detailed reports that can be used at multiple levels of the agency, allowing supervisors to validate employees' proper use of wireless devices and services and assisting the agency with centralization of the wireless budget at the HQ element level.

During the 18 month period of performance, our team will assist the agency with negotiating enterprise-wide wireless contract agreements with two- to three major carriers through GSA's ▮▮▮▮▮▮ contract and migrating the majority of the wireless service lines. Our team will also help the agency reduce its disposition costs for wireless devices, ensuring that all equipment is redeployed, recycled, or disposed of in an environmentally friendly way.

Objectives and Prioritization. Based on our history and experience with similar organizations, we recommend the agency prioritize its Wireless FSSI program goals as follows—

- Improve the visibility and control the agency has over its wireless spending.
- Lower the agency's overall wireless telecommunications costs.
- Use information gleaned from reports to monitor cell phone and data device use among business units.
- Reduce costs associated with disposal and disposition of wireless devices while maintaining environmentally friendly practices.

We reviewed and analyzed the sample task data against previous experience with similar organizations. Our history and background with implementation strategy design led us to some basic conclusions and assumptions (also see **Exhibit 4-2**):

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███
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Using these figures we applied algorithms across fixed and variable tasks associated with the TEM service requirements, including implementation process, project management, operational tasks, and systems design. We then matched those tasks to appropriate roles within the labor category pricing models to calculate the total cost per implementation project.

4.1.2 Management Approach

A full-scope Project Implementation Plan will be developed and tailored to this agency's Wireless TEM program goals, to define the roles and responsibilities for the Booz Allen and ProfitLine team, executive sponsor at the agency, and COTR-selected SMEs. The program objectives, priorities, and milestones will be captured within the project schedule and reflected in the communications plan in periodic status report deliverables. With rapid discovery providing the necessary environment analysis across many functional components and business unit divisions, a strong communications plan is essential to disseminate project information. As detailed in Section 3.0, overall responsibility would be assigned to an agency-specific Project Manager who would work with the executive sponsor at the agency to ensure that delegated tasks and timelines are met.

4.1.3 Startup/Implementation Activities

The Booz Allen and ProfitLine team will assign a Project Manager that will work with the agency to develop a full-scope Project Implementation Plan deliverable within 30 days of the TO award. The Implementation Plan includes ███████████████████████████████████
████████████████████████████. The Project Manager will interview COTR-selected SMEs from each of the business units to assess their current wireless policies and determine how to incorporate agency-wide FSSI program objectives. The Project Manager will also work with the COTR and SMEs to identify and gather all relevant information about the agency's procurement and financial systems to begin configuring the TEM software application to interface with them. ███████████████████████████████████ will provide a comprehensive environment analysis and assessment of any challenges to execution that could be expected within specific business units and that may impact the project schedule. During ████████████████ process, our team will note any key challenges and exceptions that may impact the straightforward implementation of the required TEM services. The Project Manager will also work with the COTR to gather information about the agency's wireless services and assets for uploading into the online inventory and database system.

Based on the targeted volume discount approach and any agency-specific system interface requirements, our team will ███████████████████████████████
████████████████████████. The agency's key objectives and milestones will be important in defining the implementation plan.

The Booz Allen and ProfitLine team will work with the agency's contracting officers to review how to achieve the project performance objectives and develop their preferred supplier strategy based on agency-essential communications, geographies of operation, and established budget

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objectives. We will then work with the COTR to define supervisory authorization rules, acceptable rate plans, available devices, and appropriate accessories.

To ensure timely communication and flow of information with the agency and to work towards the resolution of any problems or issues, the Project Manager will provide weekly updates to the COTR and/or representatives on the status and progress of the implementation. The Project Manager will use the Project Implementation Plan and Microsoft Project to align planned activity and task assignments, by individual, with project goals and objectives, while decomposing major project deliverables or objectives into manageable components or work packages where project activities, tasks, and milestones can be defined.

Our team will work with the agency to conduct a full analysis of existing wireless contracts and submit an initial contract optimization analysis within the first 30 days after TO award. Depending on the availability of electronic invoices, this will be followed by ████████ ████████████████████, which will assist in identifying inefficiencies in contract and rate plan structure and will provide recommendations for reducing expenditures. We will also ████████ ███ This analysis may result in ██████████████████████████████████

4.1.4 Technical Approach

4.1.4.1 Core Wireless TEM Services

Contract Administration. The Booz Allen and ProfitLine team will maintain a secure, comprehensive contract database to centralize contract administration for each agency. Our team will provide the agency COTR with a quarterly dashboard report with automated Leverage Scoring Meters that will for assessing negotiation strength for each contract assessment and review. Dashboard reports will include review dates, expiration dates, rate plans, discounts, and coverage impact, as well as measurable indicators identified by the COTR.

Inventory Management. We will work with each of the agency's components and business units to identify all mobile device assets with agency-specific General Ledger information. All invoices from the 3 months prior to award will be gathered and examined, and an initial sweep of the agency's mobile asset inventory systems will be used ████████████████████████ ████████████████████████████

Invoice Management and Auditing. We will receive and upload all invoices received from service providers into the TEM application for processing. Invoices will ████████████████ ██ as detailed in Section 2.3.1.2.

████████████████████████. Following conversion of the historical invoices into electronic format, the Booz Allen and ProfitLine team will enhance the agency's cost savings return through line-item-level analysis of mobile usage, identifying opportunities for aggregating minutes and migrating users to pooled minute plans. Identification of unnecessary feature sets with monthly recurring charges, excessive directory assistance, roaming, and other line item charges is a major area for recognizing cost savings. Monthly recurring charges for wireless broadband data services are reviewed to identify areas for additional cost savings. The ████████████████████ ████████ will also recommend cancellation of no usage, low usage, and redundant services and equipment.

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Reporting. The Booz Allen and ProfitLine team will provide the agency with a suite of monthly standard reports for monitoring spend levels by ████████████████████████, and ████████. In addition, through our ███████████ reporting capability, we will be able to provide ad hoc reports to authorized users. Integration of output report feeds to the agency's bill payment system can be developed to the specific requirements of the agency (e.g., weekly bill summary batch reports including General Ledger and cost center coding).

4.1.4.2 Optional TEM Services

████████████████. The Booz Allen and ProfitLine team will provide robust benchmarking analysis, including an itemization of the agency's current rates for all services versus best-in-class rates, to provide clear comparison data. These results will be achieved by ███████ █████████████████████████ with our benchmarking database, which is constantly updated with current market rates. The process results in data that is organized to facilitate "apples to apples" comparisons as well as the ability for rapid generation of multiple hypothetical scenarios. Additionally, we can offer the agency a full-service, turnkey wireless contract negotiation service. These services encompass everything necessary to complete a telecommunications sourcing engagement, including benchmarking, scorecarding, strategy, RFP creation, process management, response analysis, negotiation support, and contract support.

Bill Payment. Every week, once invoices have completed our multiple audit layers, we will submit a detailed report to the agency of approved vendor invoices and amounts owed, and agency approval for payment will be requested. Once approval and funds are received, ████ ████████████████████. This will include associated EDI 820 payment remittance file to support vendor payment application. We will also send an ████████████████████ ████████████████

Device Redeployment/Disposal. We will provide sales and exchange/replacement services in addition to managing the recycling of all obsolete cellular phones and accessories, including cell phones, smart devices, aircards, chargers, car adaptors, and batteries, sending them all to an EPA-certified recycling facility here in the United States. Before replacement, each device goes through a two-step process for data deletion (master delete/reset/clear) and is double-checked by a team to make sure no data remains. If the agency desires, devices being reassigned can be sent to us for a 31-point inspection and sanitizing process before preparation for their new users. During this process, the device inventory information will be updated in the inventory system to reflect the reassignment of the device along with any General Ledger, allocation, and chargeback information.

4.1.5 Work Breakdown Structure

EXHIBIT 4-3. WORK BREAKDOWN STRUCTURE FOR SAMPLE TASK 1

4.1.6 Milestone Schedule

Exhibit 4-4 shows the Milestone Schedule for Sample Task 1.

EXHIBIT 4-4. MILESTONE SCHEDULE FOR SAMPLE TASK 1

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4.2 SAMPLE TASK #2 (ATTACHMENT 6)

4.2.1 Our Understanding

The success of our approach with this agency will rely on our dedicated regional Wireless FSSI program-level staff. This is because our staff has practical experience with the challenges and needs of this agency, which has a large regional workforce in tier 2 regional cities and over 200 local offices in rural locations. The assumptions described in our response to this sample task are based on our assisting other agencies' distributed workforces with FTS contract transition and TEM service TO contracts.

Exhibit 4-5 summarizes the specific solutions and capabilities our team that will be leveraged to address the agency's challenges along with the tangible benefits resulting from our management and technical approach.

EXHIBIT 4-5. SPECIFIC SOLUTIONS AND CAPABILITIES OF THE BOOZ ALLEN AND PROFITLINE TEAM

Our team will provide a portal called ███████████████ that allows individual users and their supervisors to initiate orders, provides workflow routing to agency DATRs for coordination of the technical requirements and validation of funding, and allows the DATR-approved orders to be processed and submitted to the appropriate wireless carriers by our team. We will also receive all bills and invoices and provide handling, processing, auditing, and tracking services. We will initiate and track billing disputes as needed and provide reports to DATRs, TACOs, and individual supervisors for monitoring and validation of wireless device usage.

Within the 18 month period of performance, the Booz Allen and ProfitLine team will support the agency in migrating the majority of its service lines to enterprise service agreements with the major wireless carriers available on GSA's Networx contract and implementing an agency-wide policy to standardize procurement of wireless services and devices to this set of carriers.

Assumptions. Drawing on many years of GSA FTS contract experience and background with the development of procurement and transition processes for specific agencies, the Booz Allen and ProfitLine team identified basic assumptions based on our review of this sample task. The assumptions we have made would normally be discussed and reviewed in the discovery process:
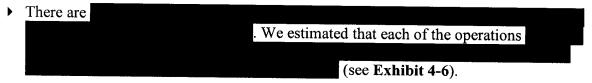
> ► There are ██
> ████████████████████ . We estimated that each of the operations ████████████████
> ████████████████████ (see **Exhibit 4-6**).

EXHIBIT 4-6. INVOICE CONSOLIDATION FOR OPERATIONS DIVISIONS

> ► Final consolidated invoice count is estimated ████████████████████████ .
> ► ██████████████ is currently billing on separate platforms that require separate invoicing.
> ► ██████████████████████████ require local cellular providers that will limit consolidation opportunities.
> ► Multiple points of contact are anticipated in this project.
> ► Using these figures, we applied algorithms across fixed and variable tasks associated with the TEM Service Requirements presented within the task, including implementation process, project management, operational tasks, and systems design. We then married

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those tasks to appropriate roles within the pricing models and were able to calculate the total cost per implementation project.

4.2.2 Management Approach

A project plan will be developed to establish roles, responsibilities, and milestones for each of the service needs. TO execution would be assigned to a Project Manager working with the agency's executive sponsor to ensure that delegated tasks and timelines are met.

As described in the Startup/Implementation activities section below, a project plan will be developed to detail the initial collection and loading of all wireless user, device, and invoice information. Through this activity, all relevant information will be captured and loaded into the wireless application. This will also incorporate—based on discussion with the agency—the procedures to collect this information from the end user and address any potential conflicts resulting from individual liabilities that will not be converted. During this process all of the agency-unique security, workflow, approval, chargeback, and allocation requirements will be mapped into the application along with reporting-level authorization and the type of reports necessary to fulfill the agency's business need.

As this effort progresses, ███████████████████████████████ ███████████████ a baseline for the services. This will serve as the comparison point for all expenses before cost reduction initiatives are executed.

Together with these activities, the procedures and information needed to submit a device for redeployment or disposal will be deployed. All of the agency-specific work rules will be reflected in specially-configured information available on the web portal for agency use.

After all of the information is gathered and deployed, the application will go live for the first phase of the TO. Through the web portal—specially configured for the agency—authorized users will be able to see every aspect of their wireless usage, with a wide range of reporting and analytic capabilities.

The same process will be deployed to manage the remaining phases being loaded into the application. With the assumption that all internal General Ledger, hierarchy, chargeback, and allocation information will already be built from the first phase, it is expected that each subsequent phase will be implemented with a much tighter timeline. These details will all be determined during the startup phase and will be reflected in the implementation project plan.

The level ████████████████████████████████████ ███████████████████████ start handling all requests from the first day following cut-over. All relevant inventory and device information will be pre-loaded into the system, so every user calling the Contact Center will already have a profile built into the system.

4.2.3 Startup/Implementation Activities

The Booz Allen and ProfitLine team will assign a Project Manager to work with the agency and develop a full-scope Implementation Plan, deliverable within 30 days of the TO award. The Project Manager will work with the COTR and SMEs to identify and gather all relevant information about the agency's current procurement and financial systems to identify configuration requirements for applying the Wireless TEM services. During this rapid discovery process, our team will note any key challenges and exceptions that may impact the straightforward implementation of the required TEM services.

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Based on the targeted volume discount approach and any agency-specific system interface requirements, our team will assess the TO startup level of effort and customize the implementation and project management plans.

4.2.4 Technical Approach

4.2.4.1 Core Wireless TEM Services

Contract Administration. The Booz Allen and ProfitLine team will maintain a secure, comprehensive contract database to centralize contract administration for each agency. Our team will provide the agency COTR with a quarterly dashboard report with automated Leverage Scoring Meters that will for assessing negotiation strength for each contract assessment and review. Dashboard reports will include ███████████████████████████████████ ███████████████████████████ identified by the COTR

Inventory Management. The Booz Allen and ProfitLine team will work with each of the agency's components and business units to identify all mobile device assets with agency-specific General Ledger information. All invoices from ██████████████████████████████ ██ ██. The gathered information will allow our team to establish and maintain a master inventory of all lines, devices, and accessories in its online system, ████████████████. We will work with the agency to identify all required electronic feeds for updating, maintaining, and exchanging wireless inventory data and to identify the types and number of reports required (summary level as well as the other various organizational levels).

Invoice Management and Auditing. The Booz Allen and ProfitLine team will receive and upload all invoices received from service providers into the TEM application for processing. Invoices will be validated, coded, and processed according to the defined expense management and rate plan review process. Any invoice-level exceptions to the business unit's expense policies will be flagged for supervisor and auditor review.

Invoices that have been flagged for auditor review are logged and claims submitted on a monthly basis to the agency. Our team will provide monthly reports detailing invoice errors and identifying all pending claims. We will provide a dedicated auditor for the agency's accounts, enabling the auditing team to build a deep understanding of and knowledge about the agency's account.

██████████████████████. Following conversion of the historical invoices into electronic format, the Booz Allen and ProfitLine team will enhance the agency's cost savings return through line-item-level analysis of mobile usage, identifying opportunities for aggregating minutes and migrating users to pooled minute plans. Identification of ██████████████████████ ██████████████████████████████ Monthly recurring charges for wireless broadband data services are reviewed to identify areas for additional cost savings. The ████████████████ ██████ will also recommend cancellation of ██████████████████ redundant services and equipment.

Reporting. The Booz Allen and ProfitLine team will provide the agency with a suite of monthly standard reports for monitoring inventory and spend levels by ██████████████████ ██████████████████████████████████████. In addition, through our ████████████

reporting capability, we will be able to provide ad hoc reports to designated users throughout the organization as authorized by the agency. These reports can be built to the exact requirements of the agency and can encompass any of the data points captured in our systems. Additionally, we will provide weekly bill summary batch reports (plus General Ledger and cost center coding) for uploading electronically to the agency's bill payment system.

4.2.4.2 Optional Wireless TEM Services

Ordering and Procurement Processing ███████████████████████████████████
███ We will work with the agency to establish and enforce a workflow and approval process built around hierarchical tables for granting access permission levels. The ordering portal will be configured to follow the agency's procurement rules, including a step for DATR approval of orders before further processing. ████████████████████ will allow users, managers, and system administrators to track order requests and changes from the initial point of entry through to completion.

Dispute Recovery. All invoices will be subject to a rigorous automated validation, with exceptions flagged for auditor review. Disputes will be logged and claims submitted as appropriate. The Booz Allen and ProfitLine team will provide monthly reports regarding invoice errors and pending claims. Additionally, we will represent the agency as its authorized agent with all telecommunications service providers to research, dispute, track, and resolve all billing errors by requesting appropriate credit from the telecommunications service providers.

4.2.5 Work Breakdown Structure

Exhibit 4-8 shows the Milestone Schedule for Sample Task 2.

EXHIBIT 4-7. WORK BREAKDOWN STRUCTURE FOR SAMPLE TASK 2

4.2.6 Milestone Schedule

Exhibit 4-8 shows the Milestone Schedule for Sample Task 2.

EXHIBIT 4-8. MILESTONE SCHEDULE FOR SAMPLE TASK 2

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Request for Proposal Number:
7TF-06-0018

General Services Administration (GSA)
Federal Strategic Sourcing Initiative (FSSI)
Wireless Telecommunications Expense Management (TEM) Services

Volume II
Past Performance

Submitted to:
General Services Administration
Attn ███████████
100 NE Loop 410, Suite 1400
San Antonio, TX, 78216

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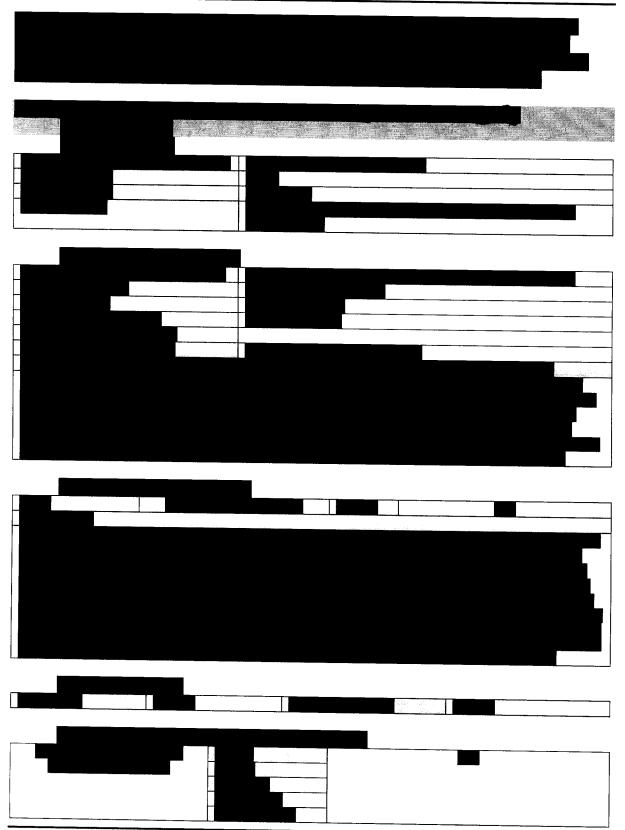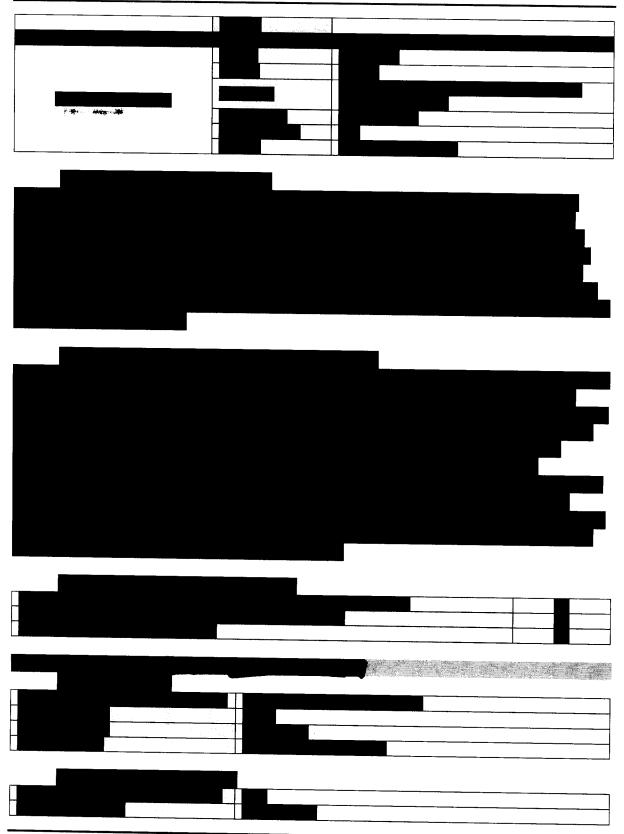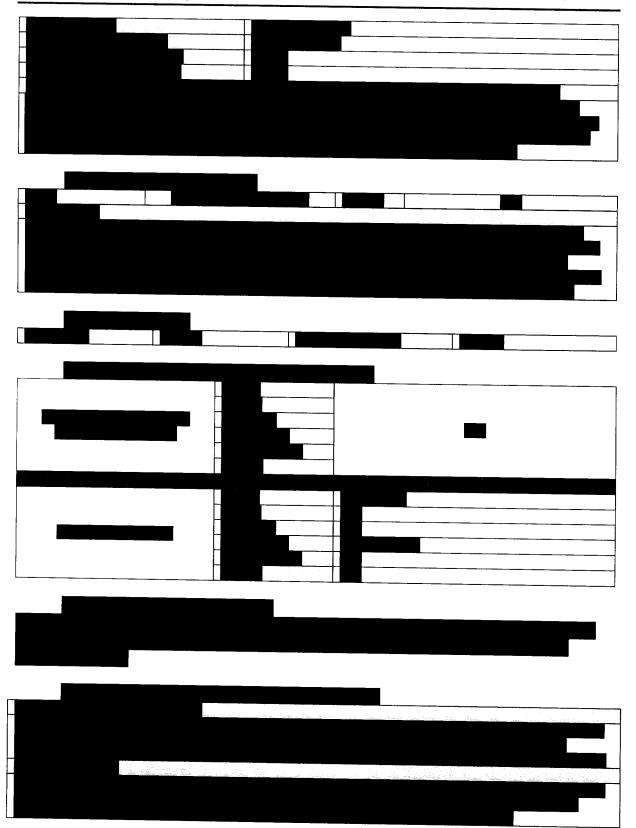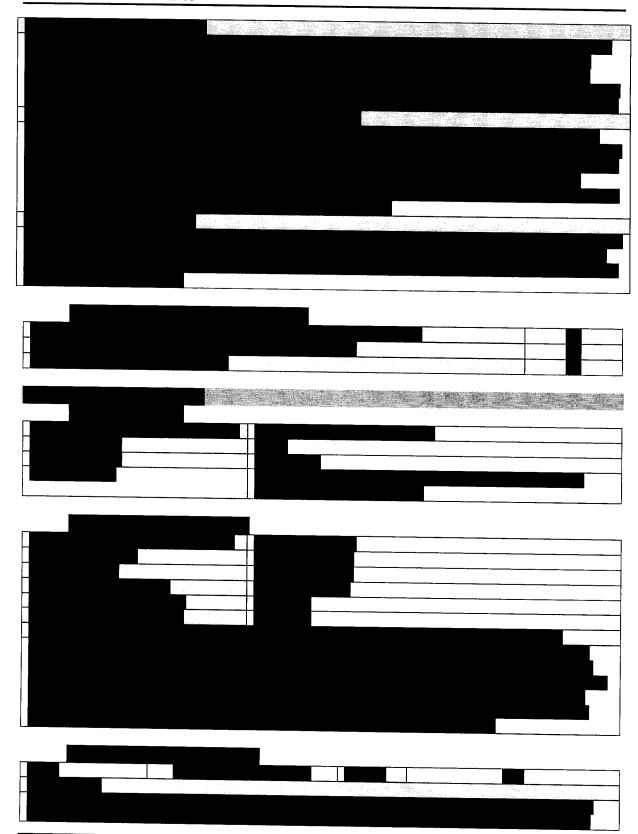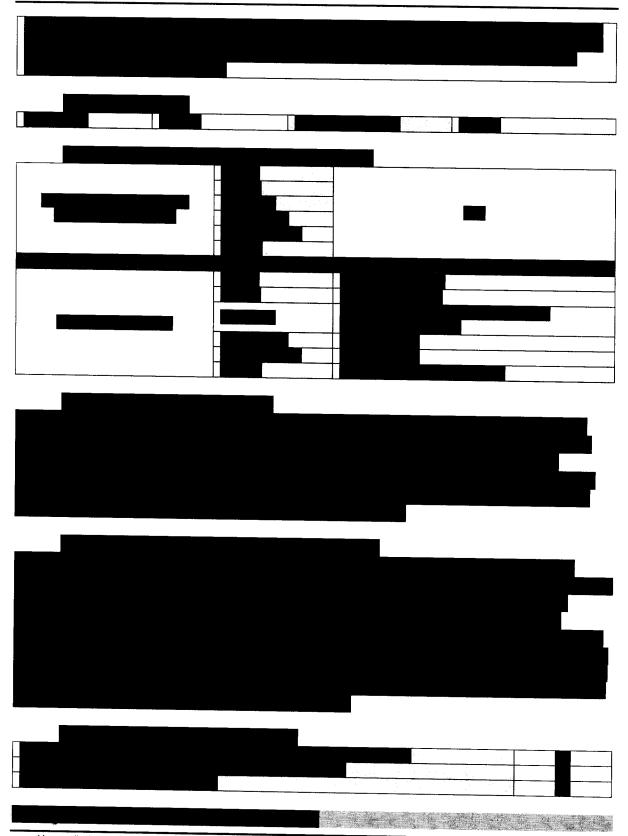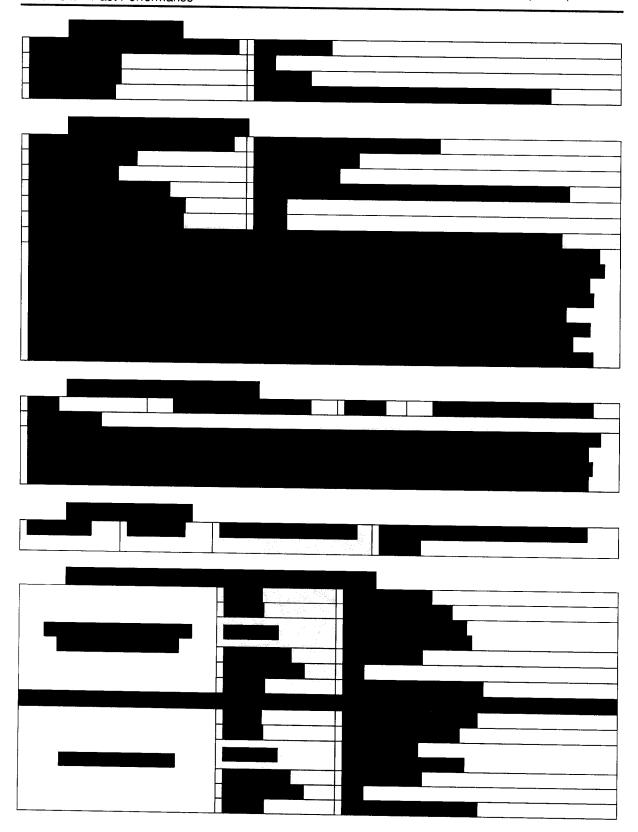8283 Greensboro Drive
McLean, VA. 22102
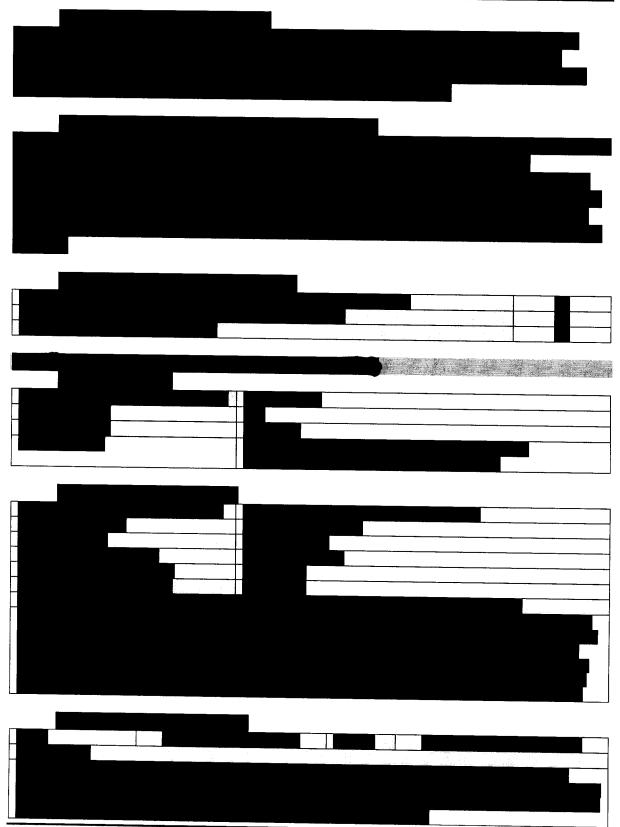703.902.5000
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1.0   PAST PERFORMANCE OVERVIEW

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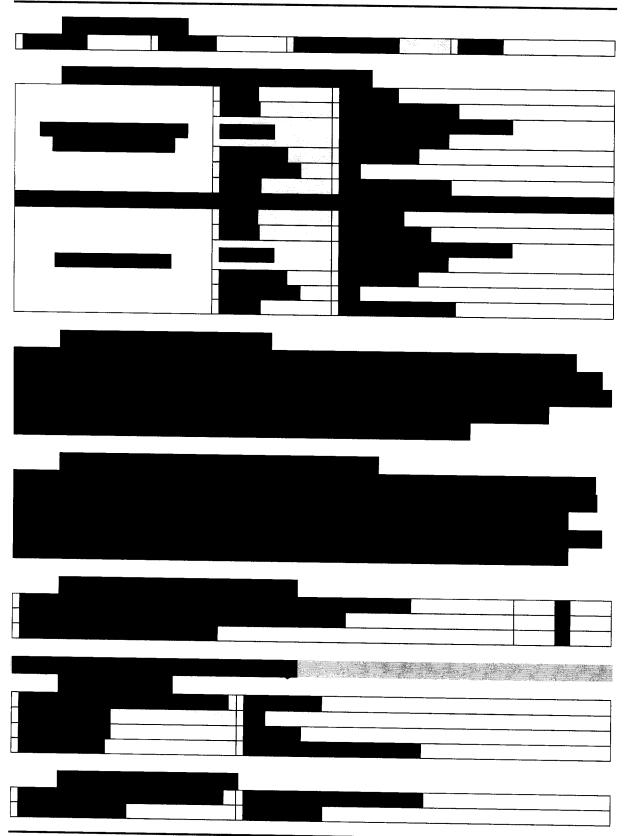
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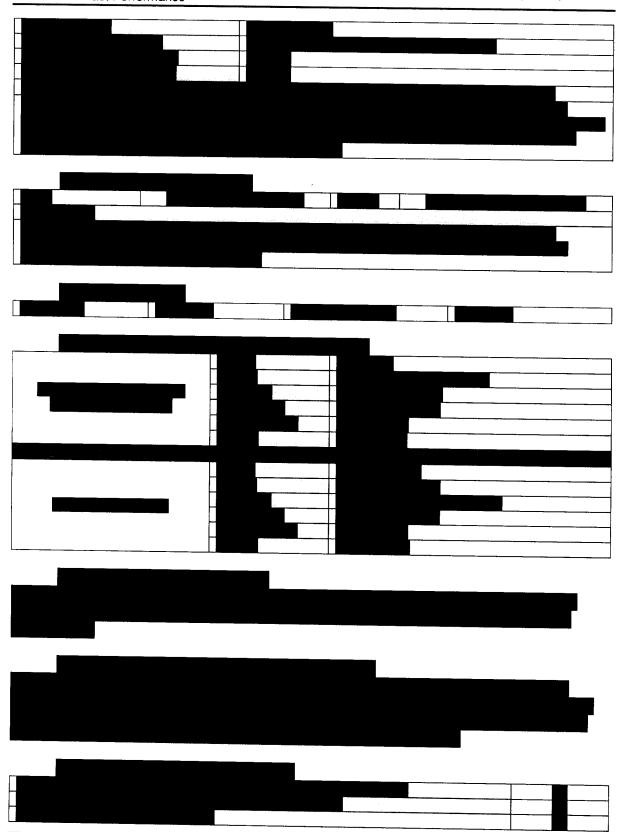June 28, 2007

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II-1-9

Request for Proposal Number:
7TF-06-0018

**General Services Administration (GSA)
Federal Strategic Sourcing Initiative (FSSI)
Wireless Telecommunications Expense Management (TEM) Services**

Volume III
Socio-Economic Subcontracting Programs

Submitted to:
**General Services Administration
Attn:** ████████████
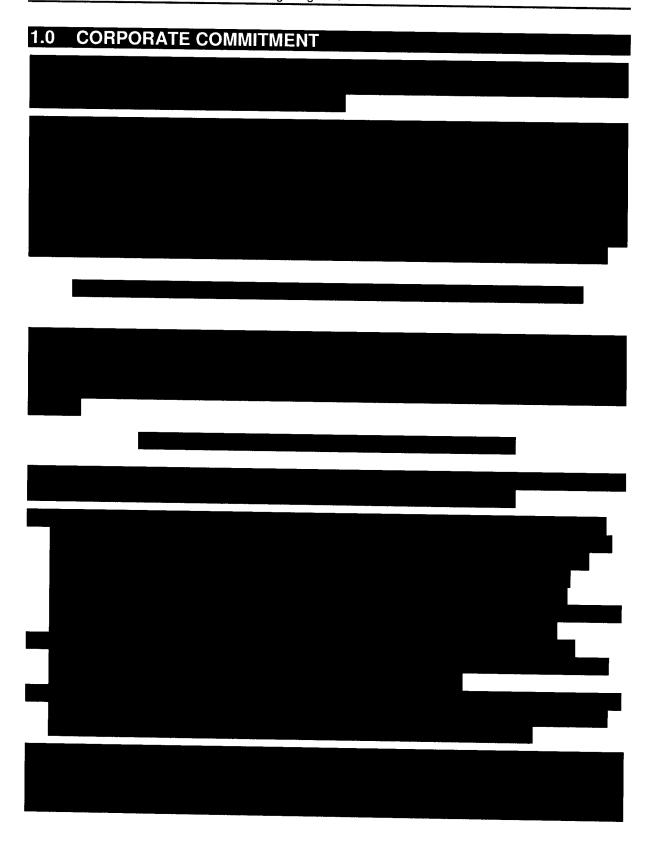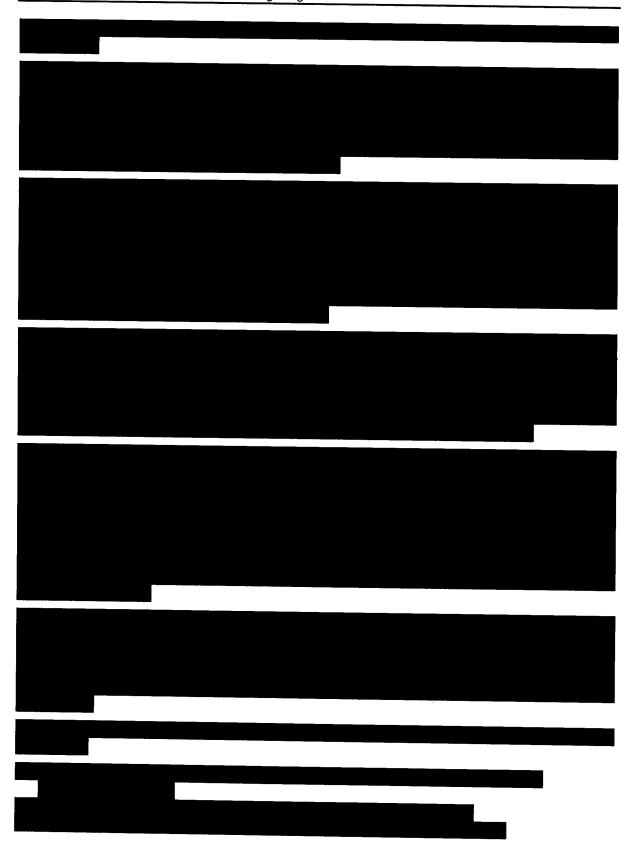**100 NE Loop 410, Suite 1400
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June 28, 2007

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1.0   CORPORATE COMMITMENT

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2.0 SUBCONTRACTING GOALS AND SDB PARTICIPATION PROGRAM

ATTACHMENT A

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ATTACHMENT B

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June 28, 2007

III-B-1

General Services Administration (GSA)
Federal Strategic Sourcing Initiative (FSSI)
Wireless Telecommunications Expense Management (TEM) Services

Volume IV
Cost Proposal

Submitted to:
General Services Administration
Attn: █████████
100 NE Loop 410, Suite 1400
San Antonio, TX, 78216

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Booz | Allen | Hamilton
Booz Allen Hamilton Inc.
8283 Greensboro Drive
McLean, VA. 22102
703.902.5000
DUNS# 00-692-8857

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1.0   PRICE NARRATIVE AND COST ASSUMPTIONS

1.1   Cost Overview and Approach

Booz Allen Hamilton has developed this cost proposal based on our analysis of the RFP requirements and our experience working with wireless telecommunications organizations both within the federal government and with commercial enterprises.
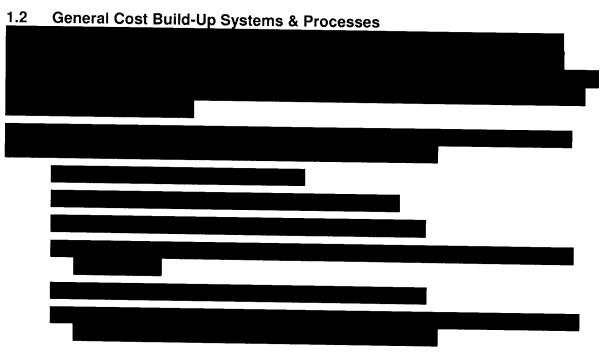
Labor rates were developed based on the specific skill sets required to deliver the full range of services identified in the RFP and relevant to CLINs 200x and 700x. In addition to the labor categories identified by FSSI, we have added and priced additional labor categories will feel are beneficial to the government based on our delivery of similar assignments. Sections 4 through 7 of our cost proposal describe how rates for specific labor categories were built up using our standard auditable procedures.

Pricing for per unit services, CLINs 100x, 300x, 400x, 500x, and 600x which represent standard wireless telecommunications expense management and other related wireless management and outsourcing services were developed using ██████████████ ████████ Internal costs ██████████████████████ ███████████████. Discount levels were based on the cost savings achieved through the economies of scale associated with managing higher device volumes.

Sample Tasks were priced based on the information provided in the RFP (e.g., number of units transitioned) and our analysis of the labor mix and level of effort required to execute the sample tasks in the timeframes provided. For each sample task, a detailed work breakdown structure (WBS) was developed including a resource loaded project schedule. This information was combined to create a realistic cost estimate for each sample task.

1.2   General Cost Build-Up Systems & Processes

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████████████████████

███████████████████████████████████

███████████████████████████████████

Booz Allen's fiscal year runs from April 1 through March 31.

1. Validity Period of Proposal

Our proposal is firm for 160 days from the date of our proposal submission.

2. Period of Performance

Labor rates and prices contained in this proposal are based upon a contract period of performance of August 1, 2007 through July 30, 2012, including Option Periods.

3. Type of Contract

Per RFP requirements, Booz Allen will perform task orders under this ID/IQ contract on a Fixed Price basis.

4. Effective Date of Labor Utilized in Proposal & Elements of Fringe Benefits

███████████████████████████████████

5. Expanded Workweek Based Labor Rates

███████████████████████████████████

6. Anticipated Wage Increase Factor(s)

███████████████████████████████████

7. Indirect Cost Pools and Basis of Allocation/Application

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███
███████████████████████████████

Booz Allen hereby certifies that the bidding rates utilized in this proposal are those recently submitted to our cognizant Government auditors, the Defense Contract Audit Agency (DCAA) on April 12, 2007.

All terms and conditions of the resulting task/delivery order will be mutually agreed upon at the time of negotiations.

8. Facilities Capital Cost of Money

███
███
███
███████████████████

9. Other Direct Costs (ODCs) and Travel

Travel and Other Direct Costs (ODCs) will be invoiced at cost plus the current DCAA-approved indirect rates at the time costs are incurred.

10. Terms and Conditions

Booz Allen does not take exception to the terms and conditions presented in the RFP.

11. Additional Assumptions

The following assumptions were used in develop our pricing sheets and associated sample task estimates:

12. Authorized Negotiator

Our authorized representative for purposes of negotiations is:

████████████
Sr. Contracts Administrator
Telephone Number: ████████████

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2.0 SUPPLEMENTARY INFORMATION

1. The cost estimates contained in this proposal are based upon and are compatible with the pattern of costs currently in effect in our Government contracts. Booz Allen Hamilton Inc. is under the cognizance of the ███████████████████. The address of our auditor is:

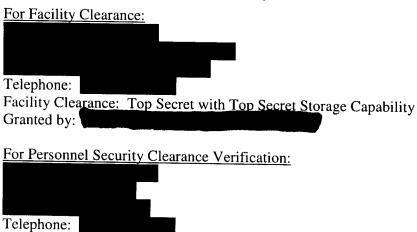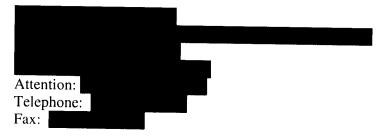█████████████████████
███████████████
███████████

Contact: ███████████, Auditor In Charge
Telephone: ██████████
Fax: ███████

2. We currently hold a Top Secret facility clearance and also possess an accredited Special Compartmented Information Facility at the McLean, Virginia location and at several of our satellite offices. In addition, all our professional and administrative personnel have appropriate clearances. Our cognizant security offices are:

<u>For Facility Clearance:</u>

███████████████
████████████
█████████

Telephone: ██████████
Facility Clearance: Top Secret with Top Secret Storage Capability
Granted by: ████████████████████████

<u>For Personnel Security Clearance Verification:</u>

███████████████
██████████

Telephone: ███████████

3. Our cognizant administration office is:

██████████████████████
█████████████

Attention: █████████
Telephone: █████████
Fax: ███████

4. Booz Allen Hamilton is registered in Central Contractor Registration, for information contact:

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Telephone:
Fax:
E-Mail:

5. Payment Information

6. Any contract resulting from this offer should be addressed as follows:

Booz Allen Hamilton Inc.
8283 Greensboro Drive
McLean, Virginia 22102-3838

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ATTACHMENT A: WIRELESS TEM SERVICES PRICING TABLES

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ATTACHMENT B: FEDERAL VOLUME AGGREGATION DISCOUNT TABLE

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ATTACHMENT C: WIRELESS RATE PLAN PRICE TABLES

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ATTACHMENT D: SAMPLE TASK BID SHEETS

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ATTACHMENT E: LABOR CATEGORY DESCRIPTIONS

CLIN 2001   Project Manager

Education: B.S. or B.A. degree.

General Experience: Typically has 7 to 9 years experience in managing complex engineering or technical efforts involving multiple facets of an engineering and/or telecommunications discipline.

Specialized Experience: At least 4 years of hands-on experience in direct supervision of major efforts in the analysis, design, development, integration, training, testing, documentation, and implementation of complex telecommunications projects.

Duties: Performs day-to-day management of assigned task order projects that involve teams of business and technical professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, and maintaining wireless telecommunications programs. Demonstrates proven skills in those technical areas addressed by the task order to be managed. Develops the negotiation strategy around the client needs and demand set and actually negotiates the deal with the carrier(s). Maintains communication with the client to advise on progress and strategy. This person has excellent knowledge of carrier contracts and pricing. Also possesses excellent knowledge of services and how they are priced by the various carriers. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills. .

CLIN 2002   Rate Management Specialist

Education: B.S. or B.A. degree.

General Experience: Typically has 2 to 4 years experience in technical experience in developing and analyzing telecommunications services.

Specialized Experience: At least 2 years of hands-on experience in analyzing wireless telecommunications service plans from multiple carriers.

Duties: Typical associated tasks include but are not limited to rate plan analysis, cost analysis, and cost performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, and special studies and analysis.

CLIN 2003   Contract Management Specialist

Education: B.S. or B.A. degree.

General Experience: Typically has 4 to 6 years experience in technical experience in reviewing telecommunications service plan contracts.

Specialized Experience: At least 3 years of hands-on experience in analyzing wireless telecommunications contracts from multiple carriers.

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Duties: Typical associated tasks include but are not limited to service contract review, comparative analysis, and cost performance trade-off analysis.

CLIN 2004   Subject Matter Expert

Education: M.S. or M.A. degree.

General Experience: Typically has more than 15 years technical experience in developing and analyzing enterprise-wide telecommunications strategies including the formulation of Department level policies, change management approaches, and technical solutions

Specialized Experience: At least 10 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize the impact of wireless technologies including mobile applications, location-aware services and other application that could augment wireless commercial services.

CLIN 2005   Billing Analyst

Education: B.S. or B.A. degree.

General Experience: Typically has 2 to 4 years technical experience in reviewing and validating telecommunications service invoices to build usage baselines for contract evaluation.

Specialized Experience: Familiarity with billing content and structure from multiple carriers.   Understanding of contract structures and applicable

Duties: Typical associated tasks include but are not limited to working with carrier representatives to build baseline usage inventory in support of contract optimizations.

CLIN 2006   Technical Business Consultant

Education: B.S. or B.A. degree.

General Experience: Typically has 1 to 3 years technical experience in reviewing and validating telecommunications service invoices to build usage baselines for contract evaluation.

Specialized Experience: Familiarity with billing content and structure from multiple carriers.

Duties: Typical associated tasks include but are not limited to working with carrier representatives to build baseline usage inventory in support of contract optimizations.

CLIN 2007   Sr. Telecom SME, Level III

Education: M.S. or M.A. degree.

General Experience: Typically has more than 10 years technical experience in developing and analyzing enterprise-wide telecommunications strategies including the formulation of Department level policies, change management approaches, and technical solutions

Specialized Experience: At least 7 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize the impact of wireless technologies including mobile applications, location-aware services and other application that could augment wireless commercial services.

CLIN 2008   Sr. Telecom SME, Level II

Education: M.S. or M.A. degree.

General Experience: Typically has more than 13 years technical experience in developing and analyzing enterprise-wide telecommunications strategies including the formulation of Department level policies, change management approaches, and technical solutions

Specialized Experience: At least 11 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize the impact of wireless technologies including mobile applications, location-aware services and other application that could augment wireless commercial services.

CLIN 2009   Sr. Telecom SME, Level I

Education: M.S. or M.A. degree.

General Experience: Typically has more than 10 years technical experience with telecommunications carrier operations and billing systems including billing functionality and enterprise programs.

Specialized Experience: At least 8 years of hands-on experience in developing wireless carrier billing systems and in tailoring reporting and analysis documents

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize information sources generating from billing systems and designing optimal reporting structures.

CLIN 2010   Sr. Optimization Specialist

Education: M.S. or M.A.degree.

General Experience: Typically has more than 8 years technical experience in developing and analyzing enterprise-wide telecommunications contracts and overall benchmarking dynamics.

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Specialized Experience: At least 5 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize the impact of wireless negotiations on overall agency wireless expenditures.

CLIN 2011   Sr. Financial Analyst

Education: M.S. or M.A.degree.

General Experience: Typically has more than 5 years technical experience in developing and analyzing enterprise-wide telecommunications contracts and overall benchmarking dynamics.

Specialized Experience: At least 5 years of hands-on experience in analyzing financial databases using Access, SQL and other tools.

Duties: Typical associated tasks include but are not limited to dealing with contract databases, and performing financial analysis.

CLIN 2012   Optimization Specialist

Education: B.A. or B.S. degree.

General Experience: Typically has more than 5 years technical experience in developing and analyzing enterprise-wide telecommunications contracts and overall benchmarking dynamics.

Specialized Experience: At least 3 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize the impact of wireless negotiations on overall agency wireless expenditures.

CLIN 2013   Jr. Optimization Specialist

Education: B.A. or B.S. degree.

General Experience: Typically has 2 to 4 years technical experience in developing and analyzing enterprise-wide telecommunications contracts and overall benchmarking dynamics.

Specialized Experience: At least 2 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Typical associated tasks include but are not limited to working with senior agency wireless management officials to optimize the impact of wireless negotiations on overall agency wireless expenditures.

CLIN 2014   Jr. Business Consultant

Education: B.A. or B.S. degree.

General Experience: Typically has 1 to 3 years technical experience in leveraging and building baseline inventories.

Specialized Experience: At least 1 year of hands-on experience in taking telecom contract and inventory information and building baseline inventories.

Duties: Typical associated tasks include but are not limited to dealing with contract databases, and performing financial analysis.

CLIN 7001   Program Manager

Education: M.S. or M.A. degree.

General Experience: Typically has 10 to 12 years experience in managing complex engineering or technical efforts involving multiple facets of telecommunications disciplines.

Specialized Experience: At least 8 years of direct supervision of technical personnel involved in life-cycle management support of complex systems. Must be capable of leading projects that involve the successful management of teams composed of engineers, business analysts, application developer, and management professionals who have been involved in analyzing, designing, developing, integrating, training, testing, documenting, implementing, and maintaining complex wireless and mobility programs.

Duties: Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates the planning and production of all contract support activities. Demonstrates written and oral communication skills. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities.

CLIN 7002   Technical/Business Consultant

Education: B.A. or B.S. degree.

General Experience: Typically has more than 5 years technical experience in developing and analyzing enterprise-wide services (both functionality and costs) and comparing expenditures and product lines to industry best practices

Specialized Experience: At least 3 years of hands-on experience in analyzing telecommunications service expenditures and developing comparative models and/or developing product evaluations and trade studies

Duties: Reviews and analyzes information on existing services and costs and develops models for analyzing and crafting recommendations.

CLIN 7003   Subject Matter Expert

Education: M.A. or M.S. degree.

General Experience: Typically has more than 15 years technical experience in developing transition strategies for large organizations including migration strategies, change management, and continuity of operations

Specialized Experience: At least 10 years of hands-on experience in the wireless and wireline service industry including knowledge of carrier programs, product life cycles and TEM capabilities.

Duties: Work with senior officials to develop transition strategies tailored to specific agency operational characteristics .

CLIN 7004   Database Analyst

Education: B.A. or B.S. degree.

General Experience: Typically has 5 to 7 years technical experience in database design and integration

Specialized Experience: At least 4 years of hands-on experience in developing telecommunications related databases that support comprehensive business rules and related analytics.

Duties: Typical associated tasks include but are not limited to working with the Project Manager and captured requirements to develop agency specific databases that support TEM functions and serve as the repository for all relevant wireless service records.

CLIN 7005   Billing Analyst

Education: B.S. or B.A. degree.

General Experience: Typically has 2 to 4 years technical experience in reviewing and validating telecommunications service invoices to build usage baselines for contract evaluation.

Specialized Experience: Familiarity with billing content and structure from multiple carriers. Understanding of contract structures and applicable

Duties: Typical associated tasks include but are not limited to working with carrier representatives to build baseline usage inventory in support of contract optimizations.

CLIN 7006   Rate Management Expert

Education: B.S. or B.A. degree.

General Experience: Typically has 2 to 4 years experience in technical experience in developing and analyzing telecommunications services.

Specialized Experience: At least 2 years of hands-on experience in analyzing wireless telecommunications service plans from multiple carriers.

Duties: Typical associated tasks include but are not limited to rate plan analysis, cost analysis, and cost performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, and special studies and analysis.

CLIN 7007   Systems Engineer

Education: B.S.. degree.

General Experience: Must have 7 years experience in the areas of system design, engineering, and integration.

Specialized Experience: At least 5 years of hands-on experience in direct execution of major efforts in the translation of a system, subsystem, program, project, or activity concept into a preliminary and detailed design, performing risk identification, analysis, and mitigation, and then integrating the various components to produce a working prototype or model of the system.

Duties: Supervises systems design technical effort and performs typical tasks that include, but are not limited to, computer-aided design, design studies and analysis, research and development, specification preparation, configuration management and document control, fabrication, assembly, and simulation and modeling.

CLIN 7008   System Engineer

Education: B.A. or B.S. degree.

General Experience: Typically has more than 10 years technical experience in application level configuration.

Specialized Experience: At least 8 years of hands-on experience in configuration of web-based applications and supporting reporting infrastructures.

Duties: Typical associated tasks include but are not limited to working Project Manager and captured requirements to configure application infrastructure to meet key functional objectives of the application suite.

CLIN 7009   Quality Assurance

Education: B.A. or B.S. degree.

General Experience: Typically has more than 5 years technical experience in designing and deploying effective Quality Assurance programs to verify the effective development of application and business processes.

Specialized Experience: At least 7 years of hands-on experience in developing wireless and mobility strategies for organizations including mobile device selection, security, applications, and policies.

Duties: Works with Project Manager to assess overall solutions being deployed, evaluate technical and process related risks, and develop robust quality assurance plan to be completed by test engineer to verify the accuracy of individual solution components.

CLIN 7010   Project Manager – Start-Up

Education: B.S. or B.A. degree.

General Experience: Typically has 7 to 9 years experience in managing complex engineering or technical efforts involving multiple facets of an engineering and/or telecommunications discipline.

Specialized Experience: At least 4 years of hands-on experience in direct supervision of major efforts in the analysis, design, development, integration, training, testing, documentation, and implementation of complex telecommunications projects.

Duties: Performs day-to-day management of assigned task order projects that involve teams of business and technical professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, and maintaining wireless telecommunications programs. Demonstrates proven skills in those technical areas addressed by the task order to be managed. Develops the negotiation strategy around the client needs and demand set and actually negotiates the deal with the carrier(s). Maintains communication with the client to advise on progress and strategy. This person has excellent knowledge of carrier contracts and pricing. Also possesses excellent knowledge of services and how they are priced by the various carriers. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills.

CLIN 7011   Sr. Implementation Specialist

Education: B.A. or B..S. degree.

General Experience: Typically has more than 5 years technical experience in supporting application/Business Process Outsource deployments and supporting infrastructure.

Specialized Experience: At least 5 years of hands-on experience with strong project management and technical skills.

Duties: Supports the Project Manager in handling communication to the client vendors. Defines roles and responsibilities and set milestones for each deliverable. Manages the flow of information and tasks to deliver the implementation on target and on-time. Escalates issues to the Project Manager as necessary.

CLIN 7012 Requirements Engineer

Education: B.A. or B.S. degree.

General Experience: Typically has more than 5 years technical experience in developing and analyzing enterprise-wide telecommunications contracts and overall benchmarking dynamics.

Specialized Experience: At least 3 years of hands-on experience in developing wireless and mobility requirements for organizations including mobile device selection, security, applications, and policies.

Duties: Reviews and manages the requirements process to build out client reporting, payment and chargeback information into the TEM system. Directly responsible for ensuring that based on the project plan, all data is received accurately and on time. .

CLIN 7013   Test Engineer

Education: B.A. or B.S. degree.

General Experience: Typically has 2 to 4 years technical experience in developing and analyzing enterprise-wide telecommunications contracts and overall benchmarking dynamics.

Specialized Experience: At least 2 years of hands-on experience in testing application and business process development deployments.

Duties:. Directly supports the Implementation ensuring that all data is received and loaded into the TEM systems. Builds out all GL, allocation, vendor, payment and reporting requirements and information into the TEM system.

CLIN 7014   Jr. Business Analyst

Education: B.A. or B.S. degree.

General Experience: Typically has 1 to 3 years technical experience in building baseline telecom inventories.

Specialized Experience: At least 1 year of hands-on experience in taking telecom invoice and inventory information and building baseline inventories.

Duties: Typical associated tasks include but are not limited to dealing with invoices, billing formats, and performing inventory builds.